

**NOMINATION TO THE NATIONAL
TRANSPORTATION SAFETY BOARD, THE OFFICE
OF SCIENCE AND TECHNOLOGY POLICY,
AND THE U.S. DEPARTMENT OF COMMERCE**

HEARING

BEFORE THE

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

ONE HUNDRED NINETEENTH CONGRESS

FIRST SESSION

SEPTEMBER 17, 2025

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SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION

ONE HUNDRED NINETEENTH CONGRESS

FIRST SESSION

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**NOMINATION TO THE NATIONAL
TRANSPORTATION SAFETY BOARD,
THE OFFICE OF SCIENCE AND
TECHNOLOGY POLICY, AND THE
U.S. DEPARTMENT OF COMMERCE**

WEDNESDAY, SEPTEMBER 17, 2025

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

The Committee met, pursuant to notice, at 10:15 a.m., in room SR-253, Russell Senate Office Building, Hon. Ted Cruz, Chairman of the Committee, presiding.

Present: Senators Cruz [presiding], Thune, Wicker, Fischer, Moran, Sullivan, Blackburn, Young, Budd, Moreno, Sheehy, Cantwell, Peters, and Rosen.

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

The CHAIRMAN. We are going to start this morning's nomination hearing. And when we have a quorum present, we will recess the hearing and move to voting out the nominees, but we will go ahead and start the hearing while we are waiting for other members to pull out of other committees that are meeting simultaneously.

And as soon as we get a quorum, we will suspend. We now turn to this morning nomination hearing. With us are Michael Graham, nominee for Member of the National Transportation Safety Board; Ethan Klein, nominee for Associate Director of the Office of Science Technology Policy and U.S. Chief Technology Officer; and Joyce Meyer, nominee for Under Secretary of Commerce for Economic Affairs.

Mr. Graham is a safety professional and aviator who began his career in the Navy flying combat missions in Operation Desert Storm. After nearly a decade of military service, he worked at Boeing, McDonnell Douglas, and then at Textron Aviation, the manufacturer of the Cessna aircraft.

Mr. Graham oversaw the safety, security, and standardization of all flight operations at Textron. Since January 2020, he has served as a Board Member on the NTSB, actively participating in onsite investigations, analyzing and approving reports, and spearheading initiatives to improve safety across the transportation sector. Our next nominee, Ethan Klein, will serve as U.S. Chief Technology Officer within OSTP.

In this role, Mr. Klein will help oversee tech policy for the administration and promote development in emerging fields like artificial intelligence. We know Beijing is marshaling its state resources to become the global leader in AI by 2030. America must not fall behind.

I was very encouraged by the administration's AI Action Plan, which OSTP helped to author, and I am confident that Mr. Klein will be a key player in this new era of geopolitical competition. An MIT-educated nuclear scientist, Mr. Klein served in OSTP during the first Trump administration as a policy advisor to now Director Michael Kratsios. He helped draft Executive Orders on artificial intelligence, drones, and biotechnology.

And now, beyond advancing frontier research and development, he will drive the transfer of technology from lab to market not through the heavy hand of the state, as China is doing, but in the American way, through free enterprise. Finally, we have Joyce Meyer, whose decades of fiscal and administrative experience prepare her to oversee the census as Under Secretary of Commerce for Economic Affairs.

On Capitol Hill, she served as a longtime aide to former Speaker of the House and noted fiscal wonk, Paul Ryan. In the first Trump administration, she served as the Deputy Assistant to the President for Legislative Affairs.

And now, she is a Senior Advisor at the Commerce Department, currently detailed to the White House. Ms. Meyer, who holds an MBA from Georgetown, will be a steady economic hand amid potential changes in markets.

I look forward to hearing from her and all of our nominees today. I will now turn to Ranking Member Cantwell.

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

Senator CANTWELL. Thank you, Mr. Chairman. Mr. Graham, Dr. Klein, Ms. Myers, thank you for being here. Congratulations on your nominations, or renominations in one case. And thank you your willingness to serve.

Mr. Graham, you have been renominated to a 5-year term of the NTSB, which plays a vital role in investigating group causes of some of the most devastating transportation accidents in our country and identifying key areas of improvement.

This includes disasters like the East Palestine derailment, which Mr. Graham deployed as the lead investigator. The NTSB has made 34 recommendations in response to that derailment. Over a year has passed since that report came out, and yet most of the recommendations still remain open.

So I hope this is a moment where we can talk about some of those, and the Committee can work together to address those recommendations in a reauthorization bill. The NTSB is critically important in investigating the tragic midair collision in DCA airspace that killed 67 people in January, but this wasn't an isolated incident.

The NTSB found over 15,000 near miss incidents between commercial aircraft and helicopters in the three years leading up to the crash, and controllers warned that the FAA helicopter routes were

dangerous, but that information was dismissed by the agency—the FAA.

Meanwhile, the Army has been operating 100 percent of its missions with ADS-B Out not transmitting. These weren't unknown risks. They were ignored warnings that cost lives. So Mr. Graham, as someone who participated in that NTSB investigation of the tragedy, I look forward to asking your assessment about the fundamental changes we need at the FAA to prevent future tragedies.

I also want to point out that you were renominated one month after President Trump illegally fired Vice Chair Alvin Brown, one in a series of illegal firings across multiple independent boards and commissions, including most recently Democratic Member of the Surface Transportation Act.

You were nominated—Mr. Klein, you were nominated to be Associate Director of the White House Office of Science and Technology and the next U.S. Chief Technology Officer. If confirmed, you would play a key role in executing the Nation's science and technology agenda, including collecting—our collective efforts to ensure that the United States maintains its leadership in AI.

No doubt AI will change our world, but there are lots of areas in which the Federal Government should play a role, education, training in AI, and promoting American leadership, while also protecting consumers and children from harm.

To be clear, I do support a Federal preemption bill, but only when it is paired with the appropriate Federal framework, which includes solid guardrails to ensure that America is the leader in setting AI standards and rules of the road. I look forward to hearing from you on those priorities and other OSTP priorities.

Finally, Ms. Meyer, if confirmed, you will be the Under Secretary for Economic Affairs at the Department of Commerce, and you will be responsible for overseeing the Bureau of Economic Analysis. Some of the most important economic data and statistics that our Government produces, including GDP estimates and international trade deficits.

American businesses across every industry, from housing to retail, to technology, to manufacturing depend on those accurate statistical information from the Federal Government that is free from political influence. Without it, businesses find themselves flying blind and unable to invest with confidence.

So everybody, I believe, should agree on economic statistical agency's ability to produce that data free from political influence. So, I hope you will agree with that, and plan to ask you questions about that and your general plans for the integrity of economic data and what we need to do to continue to move forward collectively on America's commerce agenda.

So, thank you, Mr. Chairman. I look forward to hearing from our nominees.

The CHAIRMAN. Thank you. And we will now take the opening statements from the witnesses. We will start with Mr. Graham.

**STATEMENT OF MICHAEL GRAHAM, NOMINEE TO BE A
MEMBER, NATIONAL TRANSPORTATION SAFETY BOARD**

Mr. GRAHAM. Thank you. Chairman Cruz, Ranking Member Cantwell, and members of the Committee, thank you for the oppor-

tunity to appear before you as I seek confirmation for another term as a Board Member of the National Transportation Safety Board, NTSB.

I am deeply honored by President Trump's nomination, and I am grateful for the support and partnership this committee has provided both to me and to the NTSB throughout my service. I would like to begin by recognizing the people whose love and support have made it possible for me to be here today. My wife of more than 36 years, Lori, is here with me.

Watching online are our sons, Matthew and Zachary, along with their spouses, Karinne and Crystal, and our grandson, Everett. I am also joined by my incredible staff, Anne Kerins and Brian Arata. I am truly blessed with the best family and support system anyone could hope for.

Having served my country as a naval aviator for nearly a decade, and more recently as a Member of the Board for the past five and a half years, I know there is no greater privilege than public service. At the NTSB, that privilege also carries a profound responsibility of protecting the traveling public across every mode of transportation.

Although I spent more than three decades in aviation before joining the Board, I have found that many of the same safety principles that guided me as an aviator apply across every mode of transportation.

During my time at the NTSB, I have developed a simple mantra, respect the unexpected. I believe this should be a guiding principle for any organization, but especially for those entrusted with transportation safety. We cannot predict every outcome in transportation. Flight crews do not expect a door plug to separate mid-flight.

Rail workers do not expect a train to approach at high speed while they are working on the track. Communities do not expect hazardous materials from a train derailment to be released into the air. And tragically, no one expects a helicopter to be at the same altitude as a commercial jet on final approach into one of the busiest airports in the country. Respecting the unexpected means putting systems in place that anticipate a wide range of scenarios and prevent tragedies before they occur.

When done right, these systems empower people at every level of an organization to speak up, report hazards without fear of retaliation, and even stop operations until risks are addressed. Our goal is always zero accidents and zero fatalities, but the reality is that safety depends on recognizing risk and managing it responsibly.

If confirmed, I will continue to be guided by that principle as I work with industry, Government, and communities to evaluate new technologies, advance best practices, and strengthen our Nation's safety record across every mode of transportation. I am proud of the NTSB's work and reputation, and if confirmed, I look forward to helping build upon both.

Thank you again Chairman Cruz, Ranking Member Cantwell, and members of the Committee for this opportunity to appear before you. I welcome your questions and hope to earn your continued trust and support in serving the American people at the NTSB.

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

PREPARED STATEMENT OF HON. MICHAEL E. GRAHAM, BOARD MEMBER,
NATIONAL TRANSPORTATION SAFETY BOARD

Chairman Cruz, Ranking Member Cantwell, and Members of the Committee:

Thank you for the opportunity to appear before you as I seek confirmation for another term as a Board Member of the National Transportation Safety Board (NTSB). I am deeply honored by President Trump's nomination, and I am grateful for the support and partnership this Committee has provided both to me and to the NTSB throughout my service.

I would like to begin by recognizing the people whose love and support have made it possible for me to be here today. My wife of more than 36 years, Lori, is here with me. Watching online are our sons, Matthew, and Zachary, along with their spouses, Karinne and Crystal, and our grandson, Everett. I am also joined by my incredible staff, Anne Kerins and Brian Arata. I am truly blessed with the best family and support system anyone could hope for.

Having served my country as a Naval aviator for nearly a decade and, more recently, as a Member of the Board for the past five years, I know there is no greater privilege than public service. At the NTSB, that privilege also carries the profound responsibility of protecting the traveling public across every mode of transportation.

I appear today on my own behalf as a nominee, and not as a spokesperson for the full Board. The NTSB's time-tested, data-driven processes have earned global respect, and for that reason I may be limited in what I can say regarding active investigations.

Although I spent more than three decades in aviation before joining the Board, I have found that many of the same safety principles that guided me as an aviator apply across every mode of transportation. During my time at the NTSB, I have developed a simple mantra: *respect the unexpected*. I believe this should be a guiding principle for any organization, but especially for those entrusted with transportation safety.

We cannot predict every outcome in transportation. Flight crews do not expect a door plug to separate mid-flight. Rail workers do not expect a train to approach at high speed while they are working on the track. Communities do not expect hazardous materials from a train derailment to be released into the air. And, tragically, no one expects a helicopter to be at the same altitude as a commercial jet on final approach into one of the busiest airports in the country.

Respecting the unexpected means putting systems in place that anticipate a wide range of scenarios and prevent tragedies before they occur. When done right, these systems empower people at every level of an organization to speak up, report hazards without fear of retaliation, and even stop operations until risks are addressed.

Our goal is always zero accidents and zero fatalities. But the reality is that safety depends on recognizing risk and managing it responsibly. If confirmed, I will continue to be guided by that principle as I work with industry, government, and communities to evaluate new technologies, advance best practices, and strengthen our Nation's safety record across every mode of transportation.

I am proud of the NTSB's work and reputation, and, if confirmed, I look forward to helping build upon both.

Thank you again, Chairman Cruz, Ranking Member Cantwell, and Members of the Committee, for the opportunity to appear before you. I welcome your questions and hope to earn your continued trust and support in serving the American people at the NTSB.

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Michael "Mike" Edward Graham.
2. Position to which nominated: Board Member, National Transportation Safety Board.
3. Date of Nomination: June 16, 2025.
4. Address (List current place of residence and office addresses):
Residence: Information not released to the public.
Office: 490 L'Enfant Plaza, SW, Washington, D.C. 20594.
5. Date and Place of Birth: August 21, 1963: Albuquerque, NM.

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: Lori Priddy Graham; Membership Director, National Federation of Republican Women.

Son: Matthew Thomas Graham (34 years old), Son: Zachary John Graham (32 years old).

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 New Mexico, 8/1981–5/1986, BSME, May 18, 1986.

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.

(a) Naval Aviator/Fleet Pilot—F/A–18, A–7E/Flight Instructor F/A–18—U.S. Navy; NAS Lemoore, CA, NAS Beeville, TX, NAS Whiting Field, FL, & NAS Pensacola, FL; 1986–1995; Division Leader, Training Officer, Avionics/Armament Division Officer, Naval Air Training and Operation Procedures Standardization (NATOPS) Evaluator, Navy Occupational Safety and Health (OSHA) Officer, Assistant Safety Officer, Scheduling Officer, Drug and Alcohol Program Manager, Communication Security (COMSEC) Officer.

(b) F/A–18 Aircrew Instructor/Subject Matter Expert—Boeing/McDonnell Douglas; St. Louis, MO; 1995–1997; Integration Engineer and Operational Analyst.

(c) Director, Flight Operations Safety, Security & Standardization—Textron Aviation, Inc. (Cessna/Hawker/Beechcraft); Wichita, KS; 1997–2019; Demonstration/Transportation/Production Flight Test & Delivery Pilot, Oversees Managers of Air Safety Investigation, Airport Operation and Control Tower, Training Supervisor.

(d) Board Member, National Transportation Safety Board (NTSB): Washington, D.C.: 2020–2025.

9. Attach a copy of your résumé.

See Attachment 1.

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.

(a) Air Charter Safety Foundation: Chairman July 2018–2019, Vice Chairman July 2017–July 2018, Board of Governors 2013–2019.

(b) National Business Aviation Association Safety Committee, Single Pilot Safety Working Group Lead, 2015–2019.

(c) General Aviation—Information Analysis Team, 2017–2019.

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.

(a) Air Charter Safety Foundation, 2012–2019, Chairman, Vice Chairman, Member

(b) National Business Aviation Association Safety Committee, 2012–2019, Single Pilot Safety Working Group Chairman, Member

(c) General Aviation—Information Analysis Team, 2017–2019, Member

(d) Faith Church Kingstowne, 2021 to present, Member

(e) Westwood Presbyterian Church, 2015–2019, Member

(f) Eastminster Presbyterian Church, 2001–2015, Member

- (g) Ninnescah Sailing Association, 2004–2009, Member and Junior Sailing Chair
- (h) Republican Precinct Committeeman, 2018–2019, Kansas Precinct 514
- (i) American Legion Post 4 Wichita, KS, 2017 to present, Member
- (j) Sons of the American Revolution, DC Society, 2022 to present, Member

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.

National Transportation Safety Board Member—No debt
Republican Precinct Committeeman—No debt.

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.

National Transportation Safety Board Member, 2020 to present
Republican Precinct Committeeman, 2018–March 2019, Precinct 514 Wichita, Sedgwick County, KS

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.

No donations over \$200.

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

- (a) U.S. Navy (1986–1995)
 - a. Navy Achievement Medal for OSHA Safety Program
 - b. Joint Meritorious Unit Commendation
 - c. Southwest Asia Service Medal w/Bronze Star
 - d. National Defense Service Medal
 - e. Armed Forces Expeditionary Medal
 - f. Battle “E” Award
 - g. Sea Service Deployment Ribbon (2nd Award)
 - h. Top Eleven Award (Air Wing 11) for best landing grades on USS Abraham Lincoln (2 Awards), 1991
- (b) McDonnell Douglas
 - a. Quality Achievement Award, McDonnell Douglas, 1997
- (c) Cessna Aircraft Company Leading Edge Award (3 Awards), Cessna Aircraft Company, 2001, 2005, 2006.
- (d) Boy Scouts of America, District Award of Merit, White Buffalo District, 2008
- (e) Flight Safety Foundation, Business Aviation Meritorious Service Award, 2019
- (f) 5GAA Automotive Association, Special Recognition for Outstanding Contribution to C–V2X Deployment, 2025.

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.

Blogs and Podcasts by NTSB Board Member Michael Graham

- *Collision-Avoidance Technologies Can Improve Safety for Teen Drivers*
 - *NTSB Video Series Highlights Safety Benefits of Connected-Vehicle Technology, Raises Concern about Future of V2X*
 - *Paying Passengers Deserve Safety on All Flights*
 - *Improve Pipeline Leak Detection and Mitigation*
 - *It's Time to Require Collision-Avoidance and Connected-Vehicle Technologies on all Vehicles*
 - *Episode 35: School Transportation Safety*
 - *Episode 31: Member Michael Graham*
 - *Incentivizing Implementation of Collision Avoidance Technology through NCAP*
- Michael Graham | NTSB Safety Compass Blog*

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.

As an NTSB Board Member, I have performed many speeches and presentations as part of my duties since January 2020. Below is a link to the NTSB website and my speeches and presentations:

Michael Graham

Presentations prior to becoming an NTSB Board Member:

2019 Air Charter Safety Symposium, March 12, 2019, NTSB Training Center, Ashburn, VA, “ACSF Year-in-Review & Challenges Ahead”.

National Business Aviation Association—Business Aviation Convention & Exhibition (NBAA-BACE) Single Pilot Safety Standdown, October 15, 2018, Orlando, FL, “Moving from Safety Awareness to Safety Performance: Balancing Business and Flying Priorities”, Panel Moderator and Presenter.

FAA InfoShare, September 20, 2018, New Orleans, LA, “Aviation Safety Action Program (ASAP) Reported Wake Turbulence Event.”

2018 Air Charter Safety Symposium, March 13, 2018, NTSB Training Center, Ashburn, VA, “Aviation Safety Action Program (ASAP) Panel Discussion”.

FAA InfoShare, March 22, 2013, Baltimore, MD, “Flying in/out of an Uncontrolled Airport”.

Twin Cessna Flyers Fly-In Convention, Tucson, AZ, May 18, 2017, “Single Pilot Accident Data and Safety Issues”.

FAA InfoShare, April 20, 2017, Pittsburgh, PA, “Aviation Safety Action Program (ASAP) at an Original Equipment Manufacturer (OEM)”.

2017 Air Charter Safety Symposium, March 7, 2017, NTSB Training Center, Ashburn, VA, “Aviation Safety Action Program (ASAP) at an Original Equipment Manufacturer (OEM)”

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.

As an NTSB Board Member, I actively participate in formal Board meetings where final accident investigation reports are discussed and adopted, or where critical evidence is reviewed in support of ongoing investigations. I also frequently take part in safety advocacy events—many of which are hosted or sponsored by the NTSB—often serving as the lead representative or event host.

In addition, I have recorded multiple public service announcements to promote the NTSB’s key safety priorities. When deploying with the NTSB “Go Team” to the scene of a major transportation accident, a vital part of my role is to serve as the agency’s spokesperson, conducting media briefings during the initial stages of the investigation.

Many of these appearances are recorded and made publicly available on the NTSB’s official YouTube channel:

NTSBgov—YouTube

Following these appearances, Board Members are often quoted in print, radio, and television coverage—especially during the early stages of major investigations. Due to the volume and widespread nature of this media coverage, it is not feasible to provide a comprehensive list of all instances in which I have been quoted or featured.

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.

LinkedIn: Mike Graham, Active,

<https://www.linkedin.com/in/mike-graham-3a2918146/>

Facebook: Mike Graham, Dormant,

<https://www.facebook.com/profile.php?id=100011424901210>

X: @MikeGrahamNTSB, Active

Twitter: Mike Graham@0989295, Dormant,

<https://twitter.com/gra0989295>

Strava: Mike Graham, Active.

DailyMile: Mike G., Deleted,

<http://www.dailymile.com/people/citationdude#ref=tophd>

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.

NTSB Board Member confirmation hearing, Senate Commerce, Science and Transportation Committee, July 24, 2019.

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?

From the start of my U.S. Navy career, when I took the Uniformed Services Oath of Office, I have been committed to public service and giving back to this great country. If confirmed, it would be an honor and privilege to continue serving my country as a Board Member of the NTSB.

The NTSB's mission is unique among Federal agencies. Its independence, investigative integrity, and focus on safety advocacy closely align with the roles I have held throughout my career. Like the NTSB, I have worked across departments and leadership levels to assess operational risks, make safety and policy recommendations, raise awareness, and promote collaboration across organizations and industries. Many of these roles required me to report independently—often directly to Federal agencies, including the NTSB—to ensure transparency and accountability.

I have been involved with nearly every aspect of aviation throughout my career, and at each stage safety has been at the forefront of my mission. My mandate in the Navy, at Boeing/McDonnell Douglas, at Textron Aviation, and now at the NTSB has never changed—to respect the unexpected, manage the risks of operations, and reduce these risks to acceptable levels. As a current Board Member, I have been able to directly apply these principles to all modes of transportation that Congress has charged the NTSB with overseeing. For example, beyond aviation, I have championed connected vehicle technologies and worked to combat distracted driving, adding crucial layers of safety on our roadways. If confirmed, I will continue working with Congress on programs that advance these goals.

Since I joined the NTSB in 2020, I have focused on the implementation of Safety Management Systems (SMS) across all modes of transportation. Given my dual experience as an Original Equipment Manufacturer within a large flight operation and as a military flight operations officer in the high-risk environment of an aircraft carrier, I have seen firsthand how an SMS is the most effective way of mitigating risk while maximizing resources. Given my involvement with and oversight of SMS throughout my professional career, this is just one of the many ways I have leveraged my experience and background to advance the NTSB's mission, and I would continue this focus if confirmed.

I am not a lobbyist or an academic, I am an operator. My career has been rooted in managing risk, following the rules, and completing the mission. I lead by example and push organizations not just to meet minimum standards but to strive for world-class safety. I have worked within industry to drive meaningful, lasting safety improvements, and if confirmed, I will continue doing the same at the NTSB.

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?

Since joining the Board in 2020, I have been beyond impressed with the structure, order, and efficiency with which the staff of the NTSB operate. As you have seen in the Annual Reports to Congress, the agency stretches its resources well beyond its means to effectuate meaningful change across all modes of transportation. If confirmed, I will continue to abide by the legislative mandate of the NTSB and exercise appropriate controls, in coordination with the Chairman and other Board Members, to regularly evaluate and ensure the effectiveness and accountability of the agency. This includes being a good steward of the budget provided by Congress and meeting all requests and deadlines of Congressional committees.

My management training and experience started early in my aviation career in the U.S. Navy. Besides being a Division Leader in Attack and Strike Fighter aircraft, I managed and led an avionics/armament division for a deployed fleet squadron on an aircraft carrier. I also served as Training Officer for the West Coast F/

A-18 Fleet Replacement Squadron and Assistant Safety/OSHA Officer for over six hundred personnel.

As a military contractor at Boeing/McDonnell Douglas, I helped lead a major avionics effort to deliver critical design changes for the new Strike Fighter F/A-18 E/F aircraft. I led the avionics integration effort as liaison between software engineers and the U.S. Navy Flight Test and Weapons School Community. The result was a quality product within price and on performance, while reducing schedule and technical risks to the production aircraft's software development.

As Director of Flight Operations Safety, Security & Standardization at Textron Aviation, I was responsible for the safe and secure operations of all domestic and international flights conducted in support of the largest general aviation (GA) manufacturer in the world. During my time as Director, I successfully led the aviation safety, security, and standardization efforts in merging two iconic aircraft companies, Cessna and Beechcraft, into one company with nine separate and unique flight departments. I also directed the Safety Management System (SMS) for all flight operations which included several hundred personnel. In addition, I also oversaw two operating airports, a control tower, and one of the largest and most active aircraft accident air safety investigator department—second only to the NTSB.

At Textron, I collaborated across the aviation industry to promote safety and awareness among single pilot operators, the charter industry and general aviation. As Chairman of the Single Pilot Safety Working Group of the National Business Aviation Association's Safety Committee, Chairman of the Air Charter Safety Foundation, and member of the General Aviation—Information Analysis Team (GA-IAT), I worked with other industry experts to reduce the accident rate of single pilot, charter and GA operators, providing best practices, awareness, training, tools and resources for these operators.

Now, as a current Board Member of the NTSB, I have worked with hundreds of agency staff to help conduct our agency's mission. It is my responsibility as a Board Member to listen to the staff who are the experts in their respective fields, ask questions, and collaborate with them to ensure the NTSB retains its gold standard of safety investigations and analysis.

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

It is no secret that it has been a difficult stretch for aviation safety in this country over the last 12–18 months. While many of these sobering cases highlight the continued need for the NTSB to fulfill each aspect of its Congressional mandate, there are also reasons for optimism such as declining roadway deaths that I believe show the opportunities that lie ahead for the agency to effectuate positive change.

(a) Mitigating Human Factors in All Modes of Transportation.

As the NTSB pursues investigations across all modes of transportation, one thread is consistently present—the influence of human factors. Unfortunately, human behavior is a major driver of transportation accidents across all modes. But unless NTSB understands why people do what they do, the agency cannot make proper recommendations to correct those behaviors.

Transportation systems are built by humans, operated by humans, and maintained by humans. Consequently, human behavior, decision-making, and communication play central roles in nearly every accident the NTSB investigates. Analyzing human factors allows us to examine beyond the mechanical failures or environmental conditions and delve into cognitive, physiological, and social elements that may have contributed. Investigating human factors is not about assigning blame to individuals; rather, it is about recognizing systemic issues and identifying latent conditions that may compromise safety. Whether it's fatigue, distraction, training deficiencies, or flawed procedures, these insights help us craft safety recommendations that improve systems.

Oftentimes, the most impactful safety changes come not from better equipment alone but from better understanding of how people interact with that equipment. In aviation, for instance, recognizing the limits of human-machine interaction has led to improved cockpit displays, better pilot training, and enhanced automation. In highway transportation, insights into distraction and cognitive workload have shaped vehicle interface standards and driver assistance technologies. Unfortunately, many of NTSB's investigations are not able to thoroughly analyze the physical, physiological, psychological, and psychosocial factors of those involved in the accident. Future investigations and reports should focus more time and effort on these human factors.

As a former pilot myself, I view the integration of human factors as essential, not optional. The NTSB must continue to strengthen our investigative frameworks with robust human factors analysis, developing actionable recommendations that target

real-world behaviors and conditions. Transportation safety is a shared responsibility, and understanding how human behavior impacts safety is at the core of that responsibility.

(b) Expanding Public-Private Partnership.

The NTSB's unique party system, one of the best public-private partnerships that exists across government, allows it to leverage certain resources in private industry during the course of an investigation that would otherwise be difficult, expensive, or in some cases impossible to access with the agency's existing resources. While data and other evidence from major accidents are thoroughly and quickly analyzed, the vast majority of accidents NTSB investigates are not major but still require robust data analyses to help determine probable cause and inform our investigation.

In recent years, the agency has improved its coordination with industry partners, as well as other agencies, to take advantage of technologies not otherwise available at NTSB labs to conduct these analyses. Unfortunately, significant limitations still exist, and data from Party Members is not always readily available or shared for a variety of reasons, including proprietary technology. It can also take a significant amount of time to redact sensitive information or conduct long-range qualitative or quantitative analyses of agency investigations, findings, recommendations, and reports.

Many of the Party Members to an accident currently have the capability to download accident data on-site and the ability to start analyzing it immediately, but they are not always allowed to do this. Removing these barriers would help NTSB obtain the latest data, expedite investigations and safety alerts if appropriate, and improve macro analyses of trends across all modes of transportation. It also would give the Party Members the ability to address areas of concern in their products quicker and formulate fixes or warnings to the industry faster, helping to avert another accident in the same area.

At a time when artificial intelligence and other technologies are rapidly advancing to reduce man hours in processing these types of requests, NTSB must continue to expand external relationships to remain at the forefront of rapid data gathering and analysis.

(c) Unmanned Systems.

When I joined the Board in 2020, one of the NTSB's most pressing challenges was integrating unmanned vehicles into the broader transportation system. Today, the rapid emergence of unmanned passenger vehicles, aerial systems, trucks, and marine vessels is transforming transportation at an unprecedented pace. These technologies promise improved efficiency, greater access, and enhanced safety, but also introduce new risks to our transportation networks.

Traditional safety oversight has focused on human performance, operational procedures, and physical infrastructure. In contrast, autonomous technologies rely heavily on algorithms, remote pilots, and artificial intelligence—often operating beyond the immediate control or awareness of those affected.

A key challenge is the lack of standardized safety frameworks. Unmanned aerial systems, for example, vary widely in size, capability, and operational context. Safely integrating them into crowded national airspace demands clear flight path visibility, consistent communication protocols, and reliable collision avoidance. Similarly, autonomous vessels face challenges in situational awareness and collision avoidance in complex maritime environments. Self-driving vehicles raise concerns around system reliability, ethical decision-making, and cross-jurisdictional coordination.

Human-machine interaction presents another critical issue. Even with semi-autonomous systems, human operators often remain confused about their roles. Public education, operator training, and interface design must evolve alongside technology.

The NTSB must continue to rigorously investigate accidents involving unmanned systems, engage transparently with stakeholders, and issue evidence-based safety recommendations to build public trust in these emerging technologies.

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.

I have no financial arrangements, deferred compensation agreements or other continuing dealings with business associates, clients or customers. I have a retirement account created by my former employer, Textron, Inc., which is a defined contribution plan. I will also continue to participate in Textron, Inc.'s defined benefit pen-

sion plan. Both plans are described in Part 3 of my Executive Branch Personnel Public Financial Disclosure report.

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.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB's DAEO to identify potential conflicts of interest. These commitments constitute my ethics agreement as identified in the ethics regulations.

Because I will continue to participate in Textron, Inc.'s defined benefit pension plan, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of Textron, Inc. to provide this contractual benefit, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

My spouse is employed by the National Federation of Republican Women in a position for which she receives a fixed annual salary. For as long as my spouse continues to work for the National Federation of Republican Women, I will not

participate personally and substantially in any particular matter involving specific parties in which I know the National Federation of Republican Women is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

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.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB's DAEO to identify potential conflicts of interest. These commitments constitute my ethics agreement as identified in the ethics regulations. I am not aware of any other potential conflicts of interest.

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

In connection with the nomination process, I have consulted with the Office of Governmental Ethics and the NTSB's DAEO to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the NTSB's DAEO and that has been provided to this Committee. Pursuant to that agreement:

- As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.
- I participate in Textron, Inc.'s defined benefit plan. Because I will continue to participate in this entity's defined benefit pension plan, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of Textron, Inc., to provide this contractual benefit, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).
- My spouse is employed by the National Federation of Republican Women in a position for which she receives a fixed annual salary. For as long as my spouse continues to work for the National Federation of Republican Women, I will not participate personally and substantially in any particular matter involving specific parties in which I know the National Federation of Republican Women is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

- If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.
 - I will meet in person with the NTSB's DAEO or a member of the ethics office after my confirmation but no later than 15 days after my appointment in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305.
 - Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.
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.

HONORABLE MICHAEL E. GRAHAM

PROFESSIONAL SUMMARY

Transportation Safety Leader with over 39 years of experience in risk management, operations, training, and policy development. Unanimously confirmed by the Senate as a Board Member of the National Transportation Safety Board (NTSB). Expertise spans across all modes of transportation, with a particular focus on aviation, including commercial, corporate, general, and military sectors. Proven track record in enhancing safety standards, mitigating risks, and driving policy initiatives that improve transportation safety both nationally and globally.

EXPERIENCE

BOARD MEMBER

National Transportation Safety Board (NTSB), Washington, DC

Jan 2020 – Present

Serves on the NTSB, the world's leading independent agency for transportation safety across multiple modes, including aviation, marine, highway, rail, transit, pipeline, and commercial space.

- **Leadership & Oversight:** Preside over public meetings of the Board, and analyze and approve NTSB reports, safety studies, and recommendations. Serve as the appellate authority for FAA and US Coast Guard enforcement actions related to aviation and maritime certificates.
- **Safety Advocacy & Policy Influence:** Spearhead initiatives to promote safety improvements across the transportation sector. Deliver keynote speeches and present NTSB case studies at industry and government conferences. Testify before Congress on critical transportation safety matters.
- **Accident Investigation:** Actively engage in on-site investigations as part of the NTSB's "Go Team" for major transportation incidents. Collaborate with local, state, and federal agencies, providing strategic oversight to ensure thorough and unbiased investigations. Serve as the primary spokesperson during press briefings and manage communication with the public and media.
- **Support for Affected Families:** Provide support and resources to victims' families following transportation disasters, ensuring they have access to NTSB products and disaster relief services.

DIRECTOR OF FLIGHT OPERATIONS SAFETY, SECURITY & STANDARDIZATION

Textron Aviation, Inc (Cessna/Hawker/Beechcraft), Wichita, KS

Sep 1997 – Dec 2019

Led the safety, security, and standardization of all flight operations for Textron Aviation, overseeing multiple flight departments across various divisions, including Demonstration, Transportation, Training, Pro-Ownership, Production Flight Test & Delivery, Engineering/Experimental, and Defense.

- **Leadership & Safety Oversight:** Managed flight safety operations for a large, global fleet, ensuring standardized procedures across all flight departments. Directed daily operations at two company airports and a control tower, providing guidance and oversight to ensure safe, efficient, and compliant flight operations.
- **International Security & Risk Management:** Led global threat risk assessments for international flight operations, ensuring the safety and security of personnel, aircraft, and assets across diverse geopolitical environments. Developed and implemented robust security protocols for international travel, mitigating operational risks in high-threat regions. Managed the coordination of security resources and worked closely with government agencies and international partners to safeguard operations and comply with international aviation security standards.
- **Safety Management System (SMS):** Spearheaded the development and implementation of an SMS within the Production Flight Test Department, minimizing flight testing risks and optimizing resource utilization. Led threat risk assessments for international operations to safeguard against potential security and operational hazards.
- **Training & Compliance:** Developed, implemented, and managed comprehensive safety, compliance, and training programs for flight personnel, ensuring consistent application of safety standards across departments. Led safety and training initiatives that directly contributed to Textron Aviation's reputation for operational excellence.
- **Flight Operations & Demonstrations:** Oversaw production flight tests, aircraft acceptance, and client deliveries. Demonstrated 8 key models to prospective clients, ensuring smooth and timely demonstrations. Delivered technical expertise to aircraft design teams and assisted in post-maintenance and ferry flights.

HONORABLE MICHAEL E. GRAHAM

F/A-18 AIRCREW INSTRUCTOR / SUBJECT MATTER EXPERT

Boeing/McDonnell Douglas, St. Louis, MO

Mar 1995 – Sep 1997

Instructed U.S. and foreign military pilots on proprietary simulators and software. Developed courseware and training programs to enhance operational readiness.

- **Training & Instruction:** Led training for fleet aviators, improving proficiency in advanced tactics and systems.
- **Design Evaluation:** Evaluated F/A-18 E/F designs and collaborated with engineering teams to optimize target cueing systems and reduce risks.
- **Program Management:** Managed operational analysis and integration of proprietary programs, supporting informed customer decisions on performance and cost.

NAVAL AVIATOR / FLEET PILOT – F/A-18, A-7E / F/A-18 FLIGHT INSTRUCTOR

U.S. Navy, VFA-125, VA/VFA-94, VA-122, VT-25/26/2

Jun 1986 – Mar 1995

Advanced from Ensign to Lieutenant Commander while accumulating 1,800 accident-free flight hours. Led combat missions in Iraq and Kuwait during Southern Watch and completed two successful operational deployments, flying the F/A-18 in Desert Storm and the A-7E during Westpac '89-'90.

- **Training Officer:** Managed flight schedules and trained 70 replacement pilots and 40 instructor pilots, contributing to the successful graduation of over 300 Fleet Pilots. Developed the Instructor-Under-Training (IUT) syllabus, cutting required sorties by 50%. Handpicked to create and implement the F/A-18 Aircrew Coordination Training (ACT) syllabus for fleet-wide use.
- **Leadership & Safety:** Led 50+ personnel through the transition from A-7E to F/A-18C during Desert Storm. Developed a comprehensive Occupational Safety and Health (OSH) program for 600 squadron members, later adopted as the model for the entire wing.
- **Standardization & Evaluation:** Served as NATOPS Evaluator, overseeing all F/A-18 standardization pilots and ensuring compliance with Navy flight standards.

ADDITIONAL LEADERSHIP ROLES

AIR CHARTER SAFETY FOUNDATION:

Board of Governors, 2012 – 2019; Vice-Chairman, 2017 – 2018; Chairman, 2018 - 2019

NATIONAL BUSINESS AVIATION ASSOCIATION:

Safety Committee, 2012 – 2019; Chairman of Single Pilot Safety Working Group, 2016 – 2019

FEDERAL AVIATION ADMINISTRATION:

General Aviation Safety Information Analysis Team, 2017 – 2019

FLIGHT QUALIFICATIONS

RATINGS & CERTIFICATIONS

Airline Transport Pilot: Airplane MEL
CE-500, CE510S, CE-525S,
CE-560XL, CE-680, CE-750
Commercial Pilot: Airplane SEL
FAA First Class Medical

AIRCRAFT FLOWN

Civil
CE-750, CE-700, CE-680/A
CE-560XL, CE-560
CE-550, CE-525C/B/A
CE-525, CE510, C208
BE-76, BE-250
C172, C182, C206

Military
F/A-18 A, B, C, D
A-7E, TA-7C
TA-4J, T-2C, T-34C
CE-530, L-39, PT22

EDUCATION

UNIVERSITY OF NEW MEXICO:

B.S. in Mechanical Engineering, 1986

HONORABLE MICHAEL E. GRAHAM

EDUCATION - CONTINUED

TEXTRON AVIATION:

Building Leadership Capabilities, October 2007
Developing Leadership Excellence, September 2008
Six Sigma Green Belt Certified, February 2010

UNIVERSITY OF SOUTHERN CALIFORNIA:

Aviation Safety Management Systems, January 2009

UNITED STATES DEPARTMENT OF TRANSPORTATION, TRANSPORTATION SAFETY INSTITUTE:

Basic Aircraft Accident Investigation, April 2018
Human Factors in Accident Investigation, April 2019

AWARDS

UNITED STATES NAVY:

Top Eleven Award (Air Wing 11) for best landing grades on USS Abraham Lincoln - two times - 1991
Navy Achievement Medal for Occupational Safety and Health program - 1993

MCDONNELL DOUGLAS:

Quality Achievement Award - 1997

CESSNA AIRCRAFT:

Leading Edge Award - 2000, 2005, 2006

BOY SCOUTS OF AMERICA:

District Award of Merit, White Buffalo District - 2008

FLIGHT SAFETY FOUNDATION:

Business Aviation Meritorious Service Award – 2019

5GAA Automotive Association:

Special Recognition for Outstanding Contribution to C-V2X Deployment - 2025

ADDENDUM TO THE QUESTIONNAIRE SUBMITTED TO THE SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION, 119TH CONGRESS BY MICHAEL EDWARD GRAHAM.

Upon further review, I have identified additional items that are responsive to questions A12, Al 7, Al 9, and El on the Committee's questionnaire. They are:

- A.12
 - (j) Sons of the American Revolution, DC Society, 2022—present, Member
 - The Sons of the American Revolution honors our Revolutionary War patriot ancestors by promoting patriotism, serving our communities, and educating and inspiring future generations about the founding principles of our Country.
 - National Society of the Sons of the American Revolution (NSSAR or SAR) was founded in 1889, is headquartered in Louisville, Kentucky, and is a Congressional Chartered Organization. SAR is a non-profit, non-partisan organization dedicated to promoting patriotism, preserving American history, and promoting education to our future generations. SAR members volunteer untold hours of service each year in their local communities. SAR is very active in assisting veterans. The organization proudly assist teachers with living history interpreters, lesson planning materials, and reenactment events for school aged youth to attend. SAR National Headquarters houses one of the Nation's premier genealogical libraries.
 - As one of the largest male societies in the country, SAR boasts tens of thousands of active members in over 550 chapters across the United States and internationally. Any male 18 years or older-regardless of race, religion, or ethnic background-who can prove blood lineal descent from a patriot of the American Revolution, is eligible for membership.
 - I was a member of the Wichita Chapter of Team RWB before moving to DC to start my duties as a NTSB Board Member. When I moved to DC, I dissolved my local membership.
- A.17
 - I have included all of my authored work during my time as a Board Member in my initial questionnaire response. In addition to those items, please see *here* for links to all of my presentations I have made during my time at the NTSB. Unfortunately, the agency does not have the capability or capacity to record all of these presentations, so many of these only include the presentation slides I used.
 - Upon further review of my files, I did not identify any books, columns, letters to the editor, blog postings, or other publications that I authored prior to my time at the NTSB.
- A.19
 - Unfortunately, the NTSB does not have the capacity or capability to track individual Board Members' statements that are quoted in the press, broadcast over the radio, or replayed on television or podcasts. Part of my duties as a Board Member involve launching on our "Go Team," which typically involve high-profile accidents that are widely covered in the press, as detailed in my initial questionnaire response. Since I began at the Board, I have launched to the following accidents, with subsequent press coverage of each ensuing:
 - Dallas, TX Mid Air Collision—November 2022
 - East Palestine, OH Norfolk Southern Train Derailment—February 2023
 - Halloran Springs, CA Airbus ECI30 Helicopter Crash—February 2024
 - New York, NY Mexican Navy Vessel Striking Brooklyn Bridge—May 2025
 - Additionally, I have made the following appearances on podcasts since I began at the agency:
 - Pilot To Pilot (S: I, E:177)—July 6, 2021
 - Behind-the-Scene @ NTSB (E:31)—April 30, 2020
 - Below are news articles I have been quoted in outside of "Go Team" launches or NTSB Board Meetings and Hearings (which are all available on NTSB's *YouTube channel*) since I began at the NTSB:
 - Aviation Week—August 29, 2025
 - Aviation International News April 9. 2025

- Aviation International News—October 3, 2022
- National Business Aviation Association—September/October 2021
- Prior to my time at the NTSB, I could not locate in my files records of making any public statements, outside of my initial *testimony* before Congress before my confirmation in 2019, related to this position.

The CHAIRMAN. Thank you very much. Dr. Klein, you are recognized.

**STATEMENT OF DR. ETHAN A. KLEIN,
NOMINEE FOR ASSOCIATE DIRECTOR,
OFFICE OF SCIENCE AND TECHNOLOGY POLICY**

Mr. KLEIN. Good morning, and thank you, Chairman Cruz, Ranking Member Cantwell, and other members of this esteemed committee for the opportunity to appear before you this morning. It is the honor of my life to sit before this committee as President Donald J. Trump's nominee for Associate Director of the Office of Science and Technology Policy.

I would like to begin today by thanking the people without whom I would not be here today. To my parents, Steven and Shoshana, thank you for instilling in me a deep appreciation and respect for education and lifelong learning.

To my twin sister, Dahlia, who will be starting as a Professor of Physics at the University of Chicago, thank you for setting the example of American scientific leadership we seek to preserve. And to the love of my life, my incredible wife, Jennifer, and her family, thank you for supporting me every step of this journey from Government service to academia and back again.

I am the luckiest man in the world to have you as my life partner. To my friends and family, I love you all. And of course, I must give thanks to my God. Our national science and technology ecosystem is the engine that has driven America to become the most innovative nation in the world, built on the bedrock of academia, industry, and Government working together in tandem.

I am blessed to have worked across all three of these pillars, giving me a comprehensive perspective on how to fine tune their interactions to maximize impact. In the first Trump administration, I served as a Policy Advisor at OSTP, leading emerging technology initiatives in artificial intelligence, unmanned aircraft systems, and agricultural biotechnology. I witnessed the role that Government can play in laying the foundations of the technological revolutions defining our times.

My academic journey began in the public schools of South Jersey and brought me to the laboratories of MIT to study chemistry and physics as an undergrad and nuclear engineering for my PhD. During my graduate work, I explored new frontiers of nuclear technology in collaboration with our national laboratories.

Later, as an MBA student at Stanford, I saw firsthand how the co-location of capital and talent in Silicon Valley created an unparalleled innovation ecosystem. Across my roles, including in financial advisory and at a deep tech incubator, I have engaged with hundreds of technology companies, spanning hyperscalers to university spinouts, guiding them on how to engage more effectively with Government.

OSTP will celebrate its 50th birthday in May, but the role of providing scientific and technical advice to the President is much older. Its precursor, the Office of Scientific Research and Development, led the Manhattan Project. And it was the President's Science Advisory Committee that recommended the creation of NASA, taking America to the Moon and victory in the space race.

Today, OSTP can lead America to victory in next race to achieve global dominance in AI and other critical and emerging technologies. In a letter to OSTP Director Michael Kratsios earlier this year, President Trump laid out three charges for the office: to secure our position as the unrivaled world leader in critical and emerging tech, to revitalize America's science and technology enterprise, and to ensure that scientific progress and technological innovation fuel economic growth and better the lives of all Americans.

Under Director Kratsios' leadership, OSTP has already taken significant actions to answer that charge, authoring America's AI Action Plan and drafting and working to assist in issuing Executive Orders to promote AI, accelerate nuclear energy, and spur advanced aviation. While much has been done, there is yet much to do.

If confirmed, my mission will be to continue implementation of those actions and to drive new efforts aimed at removing unnecessary barriers to innovation, leading national science and technology efforts across the ecosystem, and establishing new models for public-private partnerships. To meet today's challenges, OSTP must focus further on national tech policy, modernizing its models for Government to partner with academia and the private sector, which now leads a growing share of technological development. That requires a forward-leaning approach to public-private collaboration that reflects the realities of 21st century innovation.

Furthermore, technology now cuts across every domain of Government. Consequently, OSTP must more fully engage across the policymaking, operational, and implementation arms of the Federal Government. In addition to coordinating interagency R&D efforts, OSTP actions should further synchronize with national efforts in workforce development, infrastructure, manufacturing, and supply chains.

Emerging technologies promise to expand economic opportunity, improve public health, and enhance national security. Yet in policy discussions about their governance, discourse has at times leaned too far toward restraint, slowing the pace of progress.

As a technologist, I remain fundamentally hopeful that technology can improve American lives and further our Nation's flourishing. Thank you for your consideration, and I look forward to answering your questions.

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

PREPARED STATEMENT OF DR. ETHAN A. KLEIN, NOMINEE FOR ASSOCIATE DIRECTOR,
OFFICE OF SCIENCE AND TECHNOLOGY POLICY

Good morning and thank you, Chairman Cruz, Ranking Member Cantwell, and other members of this esteemed committee for the opportunity to appear before you this morning.

It is the honor of my life to sit before this committee as President Donald J. Trump's nominee for Associate Director of the Office of Science and Technology Policy (OSTP).

I would like to begin by thanking the people without whom I would not be here today. To my parents, Steven and Shoshana, thank you for instilling in me a deep appreciation and respect for education and lifelong learning. To my twin sister, Dahlia, who will be starting as a professor of physics at the University of Chicago, thank you for setting the example of American scientific leadership we seek to preserve. And to the love of my life, my incredible wife, Jennifer, and her family, thank you for supporting me every step of this journey, from government service to academia and back again. I am the luckiest man in the world to have you as my life partner. To my friends and family—I love you all. And of course, I must give thanks to my G-d.

Our national science and technology ecosystem is the engine that has driven America to become the most innovative nation in the world, built on the bedrock of academia, industry, and government working in tandem. I am blessed to have worked across all three of these pillars, giving me a comprehensive perspective on how to fine-tune their interactions to maximize impact.

In the first Trump Administration, I served as a policy advisor in OSTP, leading emerging technology initiatives in artificial intelligence, unmanned aircraft systems, and agricultural biotechnology. I witnessed the role the government can play in laying the foundations of the technological revolutions defining our times.

My academic journey began in the public schools of South Jersey and brought me to the laboratories of MIT to study chemistry and physics as an undergraduate, and nuclear engineering for my Ph.D. During my graduate work, I explored new frontiers of nuclear technology in collaboration with our national laboratories.

Later, as an MBA student at Stanford, I saw firsthand how the co-location of capital and talent in Silicon Valley created an unparalleled innovation ecosystem. Across my roles, including in financial advisory and at a deep-tech incubator, I've engaged with hundreds of technology companies, spanning hyperscalers to university spin-outs, guiding them on how to engage more effectively with government.

OSTP will celebrate its 50th birthday in May, but the role of providing scientific and technical advice to the President is much older. Its precursor, the Office of Scientific Research and Development, led the Manhattan Project. And it was the President's Science Advisory Committee that recommended the creation of NASA, taking America to the Moon and victory in the Space Race. Today, OSTP can lead America to victory in the next race: to achieve global dominance in AI and other critical and emerging technologies.

In a letter to OSTP Director Michael Kratsios earlier this year, President Trump laid out three charges for the office: (i) to secure our position as the unrivaled world leader in critical and emerging technologies; (ii) to revitalize America's science and technology enterprise; and (iii) to ensure that scientific progress and technological innovation fuel economic growth and better the lives of all Americans. Under Director Kratsios' leadership, OSTP has already taken significant actions to answer that charge: authoring America's AI Action Plan and assisting the President with issuing executive orders to promote artificial intelligence, accelerate nuclear energy, and spur advanced aviation.

While much has been done, there is yet much to do. If confirmed, my mission will be to continue implementation of those actions and to drive new efforts aimed at removing unnecessary barriers to innovation, leading national science and technology efforts across the ecosystem, and establishing new models for public-private partnerships.

To meet today's challenges, OSTP must focus further on national technology policy, modernizing its models for government to partner with academia and the private sector, which now leads a growing share of technological development. That requires a forward-leaning approach to public-private collaboration that reflects the realities of 21st century innovation.

Furthermore, technology now cuts across every domain of government. Consequently, OSTP must more fully engage across the policymaking, operational, and implementation arms of the Federal Government. In addition to coordinating inter-agency R&D efforts, OSTP actions should further synchronize with national efforts in workforce development, infrastructure, manufacturing, and supply chains.

Emerging technologies promise to expand economic opportunity, improve public health, and enhance national security. Yet in policy discussions about their governance, discourse has at times leaned too far toward restraint, slowing the pace of progress. As a technologist, I remain fundamentally hopeful that technology can improve American lives and further our Nation's flourishing.

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

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Ethan Avram Klein.
2. Position to which nominated: Associate Director for Technology, Office of Science and Technology Policy.
3. Date of Nomination: March 10, 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: Philadelphia, PA, USA.
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).

Jennifer Lily Horowitz Klein, Senior Manager, Operations & Strategy Maxar Technologies, Inc.

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.

Massachusetts Institute of Technology
S.B. Chemistry & Physics (awarded June 2015)
Attended 08/2011–06/2015

Massachusetts Institute of Technology
Ph.D. Nuclear Science & Engineering (awarded September 2023)
Graduate Certificate in Technical Leadership (awarded May 2022)
Attended 09/2018–06/2023

Stanford University
MBA (expected June 2025)
Attended 09/2023–06/2025

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.

Science and Technology Policy Fellow, IDA Science and Technology Policy Institute, 8/2015–5/2017

Policy Advisor for Emerging Technologies, White House Office of Science and Technology Policy, 5/2017–7/2018

Graduate Research Assistant, Department of Nuclear Science and Engineering, Massachusetts Institute of Technology, 9/2018–8/2023

Strategy Intern, Scale AI, 3/2021–1/2025

Government Venture Fellow, The Engine, 11/2022–5/2023

Summer Associate, Aerospace & Defense Group, Lazard, June 2024–August 2024

9. Attach a copy of your résumé.
See Attachment #1.

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.

Consultant, White House Office of Science and Technology Policy, 8/2018–1/2021

Consultant, Office of the Undersecretary of Defense for Research & Engineering, Department of Defense, 9/2020–1/2021

Consultant, White House Office of Science and Technology Policy, 1/2025 to present

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.

Delta Tau Delta Fraternity, Beta Nu Chapter
 Member, 2012–2015
 Philanthropy Chair, Alumni Chair; 2014–2015
 American Chemical Society (ACS)
 Student Member, 2012–2015
 Institute of Electrical and Electronics Engineers (IEEE)
 Student Member, Nuclear & Plasma Sciences Society, 2019–2023
 MIT Rowing Club
 Member, 2019–2023
 MIT Science Policy Review
 Communications Director, 2019–2020
 Chief Innovation Officer, 2020–2021
 MIT Graduate Student Council
 Department of Nuclear Science & Engineering Representative, 2021–2022
 Stanford U.S.-Russia Forum
 Participant, Arms Control Working Group, 2019–2020
 Advisory Board Member, 2020–2021
 Stanford Young Professionals Nuclear Forum
 Member, 2020–2022
 Stanford Jewish Business Students Association
 Member, 2023–2025
 Stanford University Graduate School of Business Aerospace & Defense Club
 Vice President, 2024–2025
 Stanford DEFCON Tech & National Security Group
 Co-President, 2024–2025

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.

Volunteer, Trump-Vance Transition, 9/2024–1/2025

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.

National Merit Scholarship Finalist (2011)
 Fisher Prize, Department of Chemistry, Massachusetts Institute of Technology (2015)
 Science and Technology Policy Fellowship, Institute for Defense Analyses (2015–2017)
 J.D. Williams Student Paper Award, Institute of Nuclear Materials Management (2019)
 Arms Control Person(s) of the Year, Arms Control Association (2019)
 Nuclear Nonproliferation International Safeguards Fellow, National Nuclear Security Administration (2019–2023)
 Alpha Nu Sigma National Honor Society Inductee, American Nuclear Society (2020)
 Government Venture Fellow, The Engine (2022–2023)
 Defense Innovation Scholar, Stanford University Gordian Knot Center for National Security Innovation (2024)

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.

“A Buffer Gas Cooled Molecular Beam Apparatus for Chirped Pulse Millimeter Wave Spectroscopy.” MIT SB Thesis. June 2015. <https://dspace.mit.edu/bitstream/handle/1721.1/98781/921140858-MIT.pdf>

“Direct Detection of Rydberg–Rydberg Millimeter-Wave Transitions in a Buffer Gas Cooled Molecular Beam.” *Chemical Physics Letters*. November 1, 2015. <https://www.sciencedirect.com/science/article/am/pii/S000926141500754X>

“Examination of Plant Breeding at U.S. Academic Institutions and Private Companies in 2015.” Institute for Defense Analyses. February 2016. <https://www.ida.org/-/media/feature/publications/e/ex/examination-of-plant-breeding-at-us-academic-institutions-and-private-companies-in-2015/p-5331.ashx>

“Driving Safety & Innovation on American Roadways: An Updated Federal Policy on Auto Driving Systems.” *whitehouse.gov*. September 12, 2017. <https://trumpwhitehouse.archives.gov/articles/driving-safety-innovation-american-roadways-updated-federal-policy-auto-driving-systems/>

“Technology Trends in Small Unmanned Aircraft Systems (sUAS) And Counter-UAS: A Five Year Outlook.” Institute for Defense Analyses. November 1, 2017. <https://www.ida.org/-/media/feature/publications/t/te/technology-trends-in-small-unmanned-aircraft-systems-suas-and-counter-uas-a-five-year-outlook/p-8823.ashx>

“Epithermal Neutron Transmission Imaging for Nuclear Security Applications.” *Proceedings of the 60th Annual Meeting of the Institute of Nuclear Materials Management*. July 14–18, 2019. <https://resources.inmm.org/annual-meeting-proceedings/epithermal-neutron-transmission-imaging-nuclear-security-applications>

“Feasibility Study of a Compact Neutron Resonance Transmission Analysis Instrument.” *AIP Advances*. January 28, 2020. <https://pubs.aip.org/aip/adv/article/10/1/015051/1076482>

“Nuclear Arms Control in an Evolving World: Evaluating the Effects of Emerging Technologies on Strategic Stability.” *Stanford U.S.-Russia Forum Journal*. June 26, 2020. <https://ojs.stanford.edu/ojs/index.php/surfj/article/view/1727/1337>

“Epithermal Neutron Resonance Analysis Using a Compact DT Generator.” *Proceedings of the 61st Annual Meeting of the Institute of Nuclear Materials Management*. July 12–16, 2020. <https://resources.inmm.org/annual-meeting-proceedings/epithermal-neutron-resonance-analysis-using-compact-dt-generator>

“Our Remaining Options for Preventing a Nuclear Iran.” *MIT Science Policy Review*. December 21, 2020. <https://sciencepolicyreview.org/2020/12/our-remaining-options-for-preventing-a-nuclear-iran/>

“Neutron-Resonance Transmission Analysis with a Compact Deuterium-Tritium Neutron Generator.” *Physical Review Applied*. May 13, 2021. <https://journals.aps.org/prapplied/abstract/10.1103/PhysRevApplied.15.054026>

“An Interview with the Hon. Chris Fall: On Fostering Innovation in Federal Research & Development.” *MIT Science Policy Review*. August 30, 2021. <https://sciencepolicyreview.org/2021/08/chris-fall-fostering-innovation-federal-research/>

“Neutron Resonance Transmission Analysis (NRTA) for Nuclear Fuel Characterization Using a Portable DT Neutron Generator.” *Proceedings of the INMM & ESARDA Joint Virtual Annual Meeting*. September 1, 2021. <https://resources.inmm.org/sites/default/files/2021-09/a114.pdf>

“Additive Manufacturing of Multimaterial Composites for Radiation Shielding and Thermal Management.” *ACS Applied Materials & Interfaces*. June 8, 2023. <https://pubs.acs.org/doi/abs/10.1021/acsami.2c22478>

“Neutron Resonance Transmission Analysis of Nuclear Material Using a Portable D–T Neutron Generator.” MIT PhD Thesis. September 2023. <https://dspace.mit.edu/handle/1721.1/152884>

“Neutron Resonance Transmission Analysis Prototype System for Thorium Fuel Cycle Safeguards.” *Nuclear Instruments and Methods in Physics Research Section A*. May 2024. <https://www.sciencedirect.com/science/article/abs/pii/S0168900224000743>

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.

“Assessing the Role and Impact of Geospatial Data for Wildland Fire Management Decisions.” 2016 American Geophysical Union Fall Meeting. December 14, 2016.

Keynote Remarks. Commercial Drone Alliance Domestic Drone Security Summit. November 28, 2017.

“Incorporating Drones and Self Driving Vehicles into Communities.” 2018 Consumer Electronics Show. January 10, 2018.

“74 Years of Nuclear Disarmament and the Contribution of Youth beyond 2020” Panel. United Nations Headquarters. January 24, 2020. <https://disarmament.unoda.org/update/74-years-of-nuclear-disarmament-contribution-of-youth-beyond-2020>

“Epithermal Neutron Resonance Imaging for Nuclear Disarmament.” 2020 MIT Nuclear Science & Engineering Research Expo. March 2020. <https://web.mit.edu/nse/news/2020/graduate-research-expo.html>

“Neutrons for Nuclear Security: Using Portable Neutron Generators to Analyze Nuclear Material.” 2021 MIT Nuclear Science & Engineering Research Expo. March 19, 2021. <https://web.mit.edu/nse/news/2021/graduate-research-expo.html>

“AI and Global Competitiveness” Panel (moderator). 2024 Stanford Conference on Tech + National Security. November 1, 2023.

“The R&D Ecosystem for Critical Technologies” Panel (moderator). 2025 Stanford Conference on Tech + National Security. October 9, 2024. <https://www.stanforddefcon.org/program>

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.

“Portable technology offers boost for nuclear security, arms control.” *MIT News*, June 10, 2021. <https://news.mit.edu/2021/portable-technology-offers-boost-nuclear-security-arms-control-0610>

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.

LinkedIn: ethan-a-klein (active), <https://www.linkedin.com/in/ethan-a-klein/>

Instagram: eakleinstagram (active), <https://www.instagram.com/eakleinstagram>

Facebook: ethanavramklein (deactivated)

Twitter/X: realeaklein (deactivated)

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?

The Office of Science and Technology Policy plays a critically important role in advising the President on science and technology (S&T) matters and in coordinating S&T strategy across the Executive Branch. At a time when science and technology are central to nearly every dimension of national policy, from economic growth and public health to national defense and geostrategic competition, OSTP’s role as a source of expert guidance and S&T policy coordination has never been more essential. Our country needs a U.S. Chief Technology Officer who has not only a strong technical background, but also an intimate understanding of OSTP’s roles and func-

tions, and how to make the office effective in practice. The role demands experience bridging academia, industry, and the national laboratories, and an appreciation for how these institutions interact to form the broader American S&T enterprise.

I have had the privilege of working at the heart of the R&D ecosystem and believe I bring precisely the combination of experience, perspective, and institutional knowledge this role requires. I am exceedingly familiar with both the office of OSTP and the role of USCTO. After supporting OSTP for two years as a contractor, I served in OSTP for three and a half years as a policy advisor supporting the last USCTO. During that time, I advised on a broad portfolio of critical and emerging technologies and drafted numerous executive orders that were signed by the President.

I was a lead author of EO 13859 “Maintaining American Leadership in Artificial Intelligence,” which increased Federal investment and resources for AI research and development, efforts which were codified into law as part of the National AI Initiative Act of 2020. I authored executive action establishing the FAA Unmanned Aircraft Systems Integration Pilot Program to increase innovative drone operations for commercial and public safety objectives across the country, which was expanded upon in the 2024 FAA Reauthorization. I also helped draft EO 13874 “Modernizing the Regulatory Framework for Agricultural Biotechnology” to increase public confidence in the biotech regulatory system and prevent unnecessary barriers to biotech innovation. Lastly, I led interagency policy development efforts on critical technologies like nuclear fusion, drafted guidance on Federal research and development budget priorities, and coordinated Presidential convenings on topics including “American Leadership in Emerging Technologies” and “AI for American Industry.”

Within the government, I worked closely with my counterparts across the Executive Branch, Congress, and key stakeholders in industry and academia to advance national efforts in AI, unmanned systems, biotechnology, and nuclear fusion. Outside of government, I’ve worked closely with “little tech,” early-stage, deep technology companies which had spun out of research labs at leading universities and national labs to work at the frontier of science and engineering.

I believe the role of Associate OSTP Director for Technology is not an IT position nor an R&D position, but rather requires a deep understanding of emerging technologies, manufacturing and industrial capabilities, supply chains, and the commercialization pipeline that turns bench-scale science into products that shape markets and serve the public good. I’ve supported tech transfer and lab commercialization efforts, advised startups on how to engage with Federal R&D programs, and worked to bridge the public-private divide. I’ve also worked in and studied the market dynamics and business challenges that tech-intensive firms face as they scale.

I feel very strongly that scientists and engineers have a responsibility to serve, bringing their scientific and technical expertise to support their government and the American people.

OSTP was created to ensure that the best scientific and technical advice informs the highest levels of national decision-making. That charge has only grown more urgent. The coming decade will be defined by how we manage and lead in emerging technologies and how we translate scientific progress into real-world impact for the American people. It would be an honor to bring my experience to service in the role of USCTO at this critical moment in our country’s history.

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 OSTP is not a large agency in terms of budget or personnel, it plays an outsized role in shaping national science and technology policy and coordinating efforts across the Executive Office of the President and the broader Federal government. OSTP operates more like a strategic hub than a hierarchical bureaucracy, requiring convening, coordinating, and leading cross-agency initiatives and fast-moving tiger teams that cut across traditional silos.

As such, effective management of the office is less about overseeing a large organizational chart and more about ensuring that a small, high-performing team is empowered, aligned, and delivering on the President’s science and technology agenda.

If confirmed, my responsibility would be to ensure that OSTP’s staff, resources, and external engagements are tightly aligned with the Administration’s priorities and that the office is operating with transparency, integrity, and fiscal discipline. That includes establishing clear expectations, fostering a collaborative environment, and ensuring that each advisor’s work is tied to clear outcomes and strategic goals. It also requires diligence in budget execution, proper stewardship of interagency and stakeholder partnerships, and a culture of accountability in all aspects of policy development and public engagement.

I have led diverse and interdisciplinary teams in multiple contexts. During my Ph.D. at MIT, I worked on large, collaborative projects involving national labora-

tories, academic researchers, and junior graduate students, efforts that required coordination across institutional boundaries and mentorship of early-career scientists. I found it deeply rewarding to help others succeed and to build environments where people could do their best work.

In a small but high-impact office like OSTP, effective leadership is about setting a clear vision, aligning people to purpose, and ensuring that every action taken serves the public interest. I take that responsibility seriously and would be honored to support the President and the American people in advancing the Nation's scientific and technological leadership.

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

The three priority areas of effort for the Office of Science and Technology Policy were articulated by President Trump in his March letter to OSTP Director Kratsios:

1. Securing the United States' position as the unrivaled world leader in critical and emerging technologies such as artificial intelligence, quantum information science, and nuclear technology.
2. Revitalizing the American science and technology enterprise by empowering researchers, reducing administrative burdens, and recommitting to the pursuit of truth; and
3. Ensuring that scientific progress and technological innovation fuel broad-based economic growth and improve the lives of all Americans.

If confirmed, these pillars will shape the foundation of my work as U.S. Chief Technology Officers. Yet in pursuing this mission, OSTP faces three core challenges that must be met to fully realize this vision.

First, OSTP must reassert a strong pro-innovation voice in national policy. The United States should not just manage technology, it must actively champion its development. That begins with recognizing the tremendous promise of emerging technologies to expand economic opportunity, improve public health, and enhance national security. While acknowledging legitimate risks, the national conversation has at times leaned too far toward restraint rather than progress. As a technologist, I am fundamentally optimistic: when stewarded with care, technology improves lives and advances human flourishing. If confirmed, I will work to secure reestablish that leadership on technological innovation and competitiveness, pursuing policies that accelerate the responsible development of emerging technologies, reduce unnecessary regulatory friction, promote Federal adoption of innovation, and strengthen the ability of American companies to export their technologies abroad.

Second, OSTP must improve coordination of science and technology efforts across the vast Federal interagency landscape. Technology now cuts across every domain of government, from national security to economic growth. As such, OSTP must expand its role beyond traditional R&D coordination and more fully engage with policy, operational, and implementation arms of the Federal Government. Leveraging the National Science and Technology Council, the primary body for interagency S&T coordination, will be essential, but so too will deepen alignment with national efforts in workforce development, infrastructure, manufacturing, and supply chain security. As science and technology become more central to the operations and effectiveness of government, OSTP must evolve to be not just a convener of scientists, but a strategic integrator across disciplines and departments.

Third, OSTP must help the Federal Government modernize its models for partnering with the private sector and academia, which now lead a growing share of technological development. Following World War II, the Federal Government created new institutions such as the National Science Foundation and the Department of Energy's national laboratories to form the new scientific enterprise. While these institutions remain essential, much of today's innovation is being driven by a new generation of university spin-outs, venture-backed startups, and industrial R&D. Yet OSTP has historically focused on advising the President on scientific research. To meet today's challenges, OSTP must also lead on national technology policy, including taking a more active role in promoting technological development, commercialization, and scale across the full breadth of the R&D ecosystem. That requires more dynamic partnerships with industry, support for tech transfer and lab-to-market pipelines, and a forward-leaning approach to public-private collaboration that reflects the realities of 21st century innovation.

If confirmed, I will bring my experience across government, academia, and industry to help OSTP meet this moment and to ensure that America remains the global leader in science, technology, and innovation.

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. None.

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. None.

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.

Not applicable.

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

My wife is currently employed as a senior manager for strategy and operations at Maxar Technologies, Inc. She is involved with satellite imagery contracts to U.S. Government customers in the Department of Defense and Intelligence Community. I have an ethics agreement in place with OSTP Office of the General Counsel. As part of the ethics agreement, I will recuse myself from any matters related to commercial satellite imagery sales to U.S. Government entities, including any particular matters that may have an impact on Maxar Technologies, Inc.

OSTP's ethics counsel and the Office of Government Ethics (OGE) have determined that the underlying holdings in Family Trust #2 do not pose conflicts of interest. Please note that this is an Excepted Trust. Pursuant to the trust documents, I am not entitled to information about the underlying holdings. The trustee will not provide me information about the underlying holdings in the future.

I have also completed the initial ethics briefing as soon as I onboarded at OSTP. I will also make sure that I receive a live ethics briefing from a member of the ethics office after my confirmation but not later than 15 days after my appointment.

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:

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

Not applicable.

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.

ATTACHMENT #1

ETHAN A. KLEIN, Ph.D.

EDUCATION

STANFORD GRADUATE SCHOOL OF BUSINESS MBA Candidate, Class of 2025	9/2023 – 6/2025
MASSACHUSETTS INSTITUTE OF TECHNOLOGY Ph.D. Nuclear Science and Engineering (GPA: 4.8/5.0) Laboratory for Applied Nuclear Physics Thesis: <i>Neutron Resonance Analysis of Nuclear Material with a Portable Neutron Generator</i> Graduate Certificate in Technical Leadership S.B. Chemistry and Physics	9/2018 – 6/2023 9/2020 – 6/2022 9/2011 – 6/2015
HARVARD KENNEDY SCHOOL Coursework in Homeland and National Security Policy (cross-registration)	9/2018 – 6/2023

PROFESSIONAL EXPERIENCE

LAZARD Los Angeles, CA Summer Associate ➤ <i>Advised on mergers and acquisitions of aerospace and defense companies</i>	6/2024 – 8/2024
THE ENGINE Cambridge, MA Government Venture Fellow ➤ <i>Evaluated Department of Energy IP portfolio for commercialization potential</i> ➤ <i>Served on selection committee to evaluate nuclear energy startups for public-private partnerships</i>	11/2022 – 5/2023
NATIONAL NUCLEAR SECURITY ADMINISTRATION Cambridge, MA Nuclear Nonproliferation and International Safeguards Graduate Fellow ➤ <i>Conducted experimental research on nuclear technologies to detect and identify fissile materials</i> ➤ <i>Led MIT participation on multiple national laboratory collaborations to develop operational prototype of novel nuclear detection system</i>	9/2019 – 7/2023
LAWRENCE LIVERMORE NATIONAL LABORATORY Livermore, CA (remote) Academic Cooperation Researcher, Plasma Engineering Group ➤ <i>Performed nuclear Monte Carlo simulations on high-performance computer platforms to assess feasibility of fusion device for nuclear safeguards applications</i>	6/2020 – 9/2022
DEPARTMENT OF DEFENSE Washington, DC (remote) Advisor to the (acting) Under Secretary of Defense for Research & Engineering ➤ <i>Advised Under Secretary on DOD university R&D funding, emerging technology policy issues</i>	7/2020 – 1/2021
THE WHITE HOUSE Washington, DC Consultant Policy Advisor to the U.S. Chief Technology Officer ➤ <i>Drafted multiple executive actions signed by POTUS on artificial intelligence, drones, and biotech</i> ➤ <i>Formulated FY2019 & FY2020 White House R&D budget guidance for \$150B Federal R&D budget</i> ➤ <i>Organized White House summits on American tech leadership with Fortune 200 C-suite executives</i>	1/2025 – Present 6/2017 – 1/2021
INSTITUTE FOR DEFENSE ANALYSES Washington, DC Science and Technology Policy Fellow ➤ <i>Authored policy analyses for the White House on nuclear weapons modernization, nuclear medicine</i>	8/2015 – 6/2017

AWARDS AND HONORS

2020	Alpha Nu Sigma Honor Society Inductee <i>American Nuclear Society</i>
2019	Arms Control Person(s) of the Year <i>Arms Control Association</i>
2015	Fisher Prize <i>MIT Department of Chemistry</i>

EXTRACURRICULAR ACTIVITIES

Stanford DEFCON Tech & Security Network Co-Founder
Stanford Gordian Knot Center Defense Innovation Scholar
Stanford Young Professionals in Nuclear Forum Member
MIT Science Policy Review Leadership Team, Author
American Nuclear Society, MIT Chapter Board Member
MIT Rowing Club Recreational Team

The CHAIRMAN. Thank you. Ms. Meyer.

**STATEMENT OF JOYCE MEYER, NOMINEE FOR
UNDER SECRETARY OF COMMERCE FOR ECONOMIC AFFAIRS,
U.S. DEPARTMENT OF COMMERCE**

Ms. MEYER. Thank you, Chairman Cruz, Ranking Member Cantwell, and members of the Committee for the opportunity to appear before you today. I am honored to be here as President Trump's nominee for Under Secretary of Economic Affairs at the Department of Commerce, which oversees the BEA, the Bureau of Economic Analysis, and the Census Bureau.

Before I begin, I would like to thank President Trump for nominating me to serve this great country, and Secretary Lutnick for his support of my nomination. I also want to recognize those who are supporting me today. First, my husband, Donald Meyer. Don and I met in college at the University of Wisconsin-Madison, and it has been an adventure of a lifetime since then.

Our daughter Evangelina made that adventure even better. Ava is missing class today with approval from her professors, and I am beyond grateful to Don and Ava for their constant love and support. I appreciate too the support of my closest family and friends who are here today and watching online.

I also want to recognize my late brother, Michael Yamat. Mikey died when we were teenagers, but his legacy continues to inspire me. Finally, I want to thank the first people who believed in me, my mom, Evelyn Yamat, a retired accountant, and my dad, Miguel Yamat, a retired engineer.

My mom has entrusted to me an important family heirloom which I bring here today, our family's American flag. She received this flag when she was sworn in as a naturalized U.S. citizen many years ago. It has always been placed next to the front door of our homes, first in Pittsburgh, Pennsylvania, where I was born, and again in Franklin, Wisconsin, where I grew up.

It was and is a daily reminder of how blessed we are to live in the United States. It was also placed by the front door with reverence, so it could easily be retrieved in case of a house fire. This deep love of country is what led me to a 25-year career in public service. I was honored to serve in many roles on Capitol Hill, including as Professional Staff Member of the now Senate Homeland Security and Governmental Affairs Committee, as Staff Director of the House Ways and Means Committee, and as Deputy Chief of Staff in the Office of the Speaker of the House.

I also had the honor of serving in President Trump's first White House as Deputy Assistant to the President for Legislative Affairs for the House. Throughout my public service, carrying out Constitutional responsibilities depended on many critical components, including accurate, reliable data from the BEA and the Census Bureau.

If confirmed, I will rely on my decades of service as an end user of this data. I will rely on the analytical skills I gained earning my executive MBA at Georgetown University. I will rely on my extensive experience leading large, complex teams. And I will rely on the impressive expertise within the BEA and Census. In the Speaker's Office as Deputy Chief of Staff, overseeing the institutional respon-

sibilities required careful focus to support more than 10,000 House employees in the D.C. area and throughout the country.

The BEA and the Census Bureau also focuses on every area of the country at the local, State, regional, and national level, as outlined by the Constitution and statute. For example, the BEA data informs work on Capitol Hill, from the CBO baseline to the maximum annual rental rate for your home State Senate offices.

And of course, BEA's calculation of the GDP informs decisions by policymakers and the business community. The Census Bureau carries out the decennial census and does vital work throughout each decade, including the well-known American Community Survey, which informs key economic indicators. If confirmed, I want to build upon the good work of both bureaus by focusing for the American people on three goals.

First, ensuring the integrity and accuracy of data. The economy is always changing, with new markets emerging at a rapid pace. For data to be relevant, it must continue to accurately capture all dimensions of the economy. Second, leveraging technology to improve speed of data and analysis. Data needs to be timely and relevant. Optimizing the existing analytical talent will require faster data.

And three, achieving efficiency. The Federal Government has multiple statistical offices. We owe it to American taxpayers to strive for better ways to deliver data and analysis efficiently, and not overlook any technological capabilities to do so.

If confirmed, I look forward to these opportunities and for the honor to serve a country whose greatness endures as symbolized by our family's American flag. Thank you for the opportunity to be here. I look forward to your questions.

[The prepared statement and biographical information of Ms. Meyer follow:]

PREPARED STATEMENT OF JOYCE MEYER, NOMINEE FOR UNDER SECRETARY OF
COMMERCE FOR ECONOMIC AFFAIRS, U.S. DEPARTMENT OF COMMERCE

Thank you, Chairman Cruz, Ranking Member Cantwell, and members of the committee for the opportunity to appear before you today.

I am honored to be here as President Trump's nominee for Undersecretary of Economic Affairs at the Department of Commerce, which oversees the BEA (Bureau of Economic Analysis) and the Census Bureau.

Before I begin, I would like to thank President Trump for nominating me to serve this great country and Secretary Lutnick for his support of my nomination.

I also want to recognize those who are supporting me today:

First, my husband, Donald Meyer. Don and I met in college at the University of Wisconsin-Madison and it has been an adventure of a lifetime since then.

Our daughter, Evangelina, made that adventure even better. Eva is missing class today with approval from her professors. I am beyond grateful to Don and Eva for their constant love and support.

I appreciate too the support of my family and friends who are here today and watching online.

I also want to recognize my late brother, Michael Yamat. Mikey died when we were teenagers, but his legacy continues to inspire me.

Finally, I want to thank the first people who believed in me—my mom, Evelyn Yamat, a retired accountant, and my dad, Miguel Yamat, a retired engineer.

My mom has entrusted to me an important family heirloom, which I bring here today—our family's American flag.

She received this flag when she was sworn in as a naturalized U.S. Citizen many years ago.

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It was and is a daily reminder of how blessed we are to live in the United States. It was also placed by the front door with reverence so it could easily be retrieved in case of a house fire.

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I also had the honor of serving in President Trump's first White House as Deputy Assistant to the President for Legislative Affairs for the House.

Throughout my public service, carrying out constitutional responsibilities depended on many critical components—including accurate, reliable data from the BEA and the Census Bureau.

If confirmed, I will rely on my decades of service as an end user of this data. I will rely on the analytical skills I gained earning my Executive MBA at Georgetown University. I will rely on my extensive experience leading large, complex teams.

And finally, I will rely on the impressive expertise within the BEA and Census. In the Speaker's office, as Deputy Chief of Staff, overseeing the institutional responsibilities required careful focus to support more than 10,000 House employees in the DC area and throughout the country.

The BEA and the Census Bureau also focus on every area of the country at the local, state, regional, and national level, as outlined by the Constitution and statute.

For example, BEA data informs work on Capitol Hill—from the CBO baseline to the maximum annual rental rate for your home state Senate offices. And, of course, BEA's calculation of the GDP informs decisions by policy makers and the business community.

The Census Bureau carries out the decennial census, and does vital work throughout each decade, including the well-known American Community Survey (ACS), which informs key economic indicators.

If confirmed, I want to build upon the good work of both bureaus by focusing on three goals:

1. *Ensuring the integrity & accuracy of data:* The economy is always changing with new markets emerging at a rapid pace. For data to be relevant, it must continue to accurately capture all dimensions of the economy.
2. *Leveraging technology to improve speed of data and analysis:* Data needs to be timely and relevant. Optimizing the existing analytical talent will require faster data.
3. *Achieving efficiency:* The Federal government has multiple statistical offices. We owe it to American taxpayers to strive for better ways to deliver data and analysis efficiently and not overlook any technological capabilities to do so.

If confirmed, I look forward to these opportunities and for the honor to serve a country whose greatness endures as symbolized by our family's American flag.

Thank you for the opportunity to be here. I look forward to your questions.

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used):

Joyce Yamat Meyer
 Joyce Jennifer Yamat (maiden)
 Childhood nickname: JJ

2. Position to which nominated: Undersecretary of Economic Affairs, U.S. Department of Commerce.

3. Date of Nomination: March 31, 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: Pittsburgh, PA (USA).

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: Donald Meyer, Principal & Founder, Westfourth Communications LLC
 Child: Evangelina Meyer, age 21

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.

Georgetown University McDonough School of Business (2021–2023).

Degree: EMBA 2023

University of Wisconsin-Madison (1989–1993)

Degree: BA, political science and international relations 1993

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.

Advisor/Detailee

Presidential Personnel Office

Executive Office of the President

President Donald J. Trump

The White House

March 2025 to present

Senior Advisor

Legislative and Intergovernmental Affairs

Office of the Secretary

Secretary Howard Lutnick

U.S. Department of Commerce

March 2025 to present

Advisor

Trump Vance 2025 Transition, Inc.

August 2024–February 2025

Executive Vice President of Government Relations

American Council of Life Insurers

January 2019–April 2024

Senior Advisor

Office of the Speaker

Speaker Paul Ryan (WI)

October 2018–January 2019

Advisor

House Committee on Financial Services

Chairman Jeb Hensarling

October 2018–January 2019

Deputy Assistant to the President

House Deputy Director of Legislative Affairs

Office of Legislative Affairs

Executive Office of the President

President Donald J. Trump

February 2017–October 2018

Deputy Chief of Staff

Office of the Speaker

Speaker Paul Ryan (WI)

October 2015–February 2017

Staff Director

House Ways and Means Committee

Chairman Paul Ryan (WI)

January 2015–October 2015

Chief of Staff/AA/LD

Washington, DC office of Rep. Paul Ryan (WI)

January 1999–January 2015

Advisor

Romney-Ryan Presidential Campaign

August 2012–November 2012

Professional Staff Member

Subcommittee on Oversight, Government Management and District of Columbia

Committee on Governmental Affairs

U.S. Senate

Subcommittee Chairman Sam Brownback (KS)

Committee Chairman Fred Thompson (TN)

January 1997–January 1999
Legislative Assistant/Legislative Correspondent
Office of Rep. Scott Klug (WI)
August 1993–January 1997

9. Attach a copy of your résumé.

Please see the attached document entitled JoyceMeyer.2025

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.

Assistant to the Registrar (part-time)
Grants Intern (part-time)
University of Wisconsin Centers
1992–1993
Campus Tour Guide (part-time)
Office of Admissions
University of Wisconsin-Madison
Summer 1992

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.

Former Trustee
Board of Trustees
U.S. Capital Historical Society
Washington, DC
Former Member
Leadership Council
Leadership Council of Women in National Security
Washington, DC
Former Member
Board of Directors
Tax Coalition
Washington, DC
Co-founder
Mary Mross Public Policy Scholarship
Divine Savior Holy Angels High School
Milwaukee, WI

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.

Member
Cambridge Yacht Club
2024 to present
Member
Army Navy Country Club
2015 to present
Member
Capital Hill Club
2015 to present

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.

Not Applicable.

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. Not Applicable.

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.

Senator Joni Ernst (IA)	\$1,000
Speaker Kevin McCarthy (CA)	\$3,300
Chairman Jason Smith (MO)	\$3,500
Senator Kyrsten Sinema (AZ)	\$3,300
ACLI PAC	\$6,240
Congressman Mike Gallagher (WI)	\$3,300
Majority Committee PAC	\$5,000
McCarthy Victory Fund	\$15,000
Congressman Derrick Van Orden (WI)	\$3,300
Congressman Bryan Steil (WI)	\$3,300
National Republican Congressional Committee	\$3,400
Innovation PAC	\$5,000
Congressman Mike Johnson (LA)	\$5,000
Roger James Roth, Jr. (WI)	\$500
ACLI PAC	\$9,984
Congressman Mike Gallagher (WI)	\$3,500
Congresswoman Ashley Hinson (IA)	\$1,000
VIEW PAC	\$1,000
Congresswoman Jackie Walorski (IN)	\$500
Senator John Thune (SD)	\$2,000
Congresswoman Liz Cheney (WY)	\$2,500
Congressman Bryan Steil (WI)	\$4,400
Eye of the Tiger PAC	\$2,500
Senator Todd Young (IN)	\$2,900
Senator John Cornyn (TX)	\$1,000
Congresswoman Elise Stefanik (NY)	\$2,000
Congressman Glenn Grothman (WI)	\$2,500
Senator Mitch McConnell	\$2,800
Congressman Tom Tiffany (WI)	\$2,500
VIEW PAC	\$1,000
National Republican Congressional Committee	\$500
Republican Party of Kentucky	\$5,000
Senator Joni Ernst (IA)	\$2,800
Madison Cawthorn (NC)	\$500
Senator Cory Gardner (CO)	\$700
Congressman Bryan Steil (WI)	\$2,500
Senator Thom Tillis (NC)	\$700
ACLI PAC	\$9,571
National Republican Senatorial Committee	\$500
Congressman Mike Gallagher (WI)	\$2,800
Congressman Scott Fitzgerald (WI)	\$5,000

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

Georgetown University McDonough School of Business EMBA program scholarship
Distinguished Young Woman of the Year (formerly America's Junior Miss program) undergraduate scholarship
Wisconsin Conservatory of Music Scholarship (classical piano)
Most Influential People in Economic Policy (Washingtonian Media Inc.)
Top Lobbyist (The Hill)
Top Lobbyist (National Institute for Lobbying and Ethics)
Politico's Playbook Power List (Politico)

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.

"Much to Show in the Show Me State"
November 14, 2023
<https://impact.acli.com/much-to-show-in-the-show-me-state/>

“Don’t Take Away Benefits from Hard Working Americans!”

September 7, 2023

<https://impact.acli.com/dont-take-away-benefits-from-hard-working-americans/>

Bipartisan letter condemning violent attacks against Asian Americans

March 2021

See attached document “Bipartisan Call to Action by Senior Government Officials”

Life Insurers: There for America

August 5, 2020

<https://impact.acli.com/life-insurers-there-for-america/>

Life Insurers Invest in American Families and Businesses

July 20, 2020

<https://impact.acli.com/life-insurers-invest-in-american-families-and-businesses/>

Paid Maternity Leave During COVID–19 Pandemic? Yes!

May 27, 2020

<https://impact.acli.com/paid-maternity-leave-during-covid-19-pandemic-yes/>

Senior Thesis on U.S.-Philippine modern history

Summer 1993

Copy unavailable

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.

Featured Speaker. “Customer Service,” Congressional Institute (August 15, 2024). No link or recording available.

Featured Speaker. “Business of You” Career Workshop (November 15, 2024). No link or recording available.

Featured Speaker. “Career pivots, transferable skills, identity, side hustles and building your brand,” She Said/She Said Podcast conversation (November 24, 2023)

Moderator. ACLI Conference (September 28, 2022). No link or recording available.

Featured Speaker. “Lobbying from the Living Room: Adapting Advocacy Efforts to COVID–19,” NAIFA Advocacy in Action Day. (May 20, 2022).

<https://advocacy.naifa.org/news/advocacy-in-action-lobbying-from-the-living-room-adapting-advocacy-efforts-to-covid-19>

Featured Speaker. “Using Your Voice” NAIFA DEI Impact Week (April 7, 2021).

<https://tdc.naifa.org/impact>

Moderator. ACLI Executive Roundtable (January 2021). No link or recording available.

Featured Speaker. “Advocating from Afar: Trends in Policy, Advocacy and Government Affairs” U.S. Chamber of Commerce. (September 22, 2020).

<https://events.uschamber.com/LEAD2020/speaker/153751/joyce-meyer>

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.

“The little-Known Officials on Whom Trump’s Agenda May Rely”

April 5, 2017

<https://www.nytimes.com/2017/04/05/business/dealbook/white-house-staffers-trump-agenda.html>

“What They’re Saying: The Protecting Innovation in Investment Act”

February 6, 2024

<https://www.commerce.senate.gov/2024/2/what-they-re-saying-the-protecting-innovation-in-investment-act>

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.

Instagram: @jymeyerz—active
 X: @jmAlexDC—active
 Truth Social: @jymeyer—active
 LinkedIn: @jymdc—inactive

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?

Throughout my 30-year career, I have depended on reliable economic data and analysis and worked closely with analytical experts to carry out my responsibilities to draft public policy and advocate for the business community. To promote U.S. businesses and investment in America and in our communities, the business community needs reliable data and analysis to make their investment decisions. And to prioritize investment in America, policy makers need reliable data to make sound public policy and regulatory decisions.

My experience leading large, complex organizations has prepared me for this role. As staff director of the House Ways and Means Committee, I led a team of top experts while managing multiple lines of negotiations and legislation with broad stakeholder input to carry out the agenda of the chairman and members of the committee. Formulating tax policy, for example, requires data, analysis and revenue estimates provided by the Joint Committee on Taxation, which is overseen by the House Ways and Means chair for the first year of each session of Congress.

Building upon this experience, as Deputy Chief of Staff in the Speaker's office, I led a core team of 55 staffers. Just as important were my responsibilities overseeing the House operations team that supported 435 Members of Congress, 5 delegates of the House, one resident commissioner, more than 21 House committees and more than 10,000 House employees in Washington, DC and in each congressional district throughout the country. These responsibilities included, for example, the House's legislative process, security, historical preservation and renovations of the House office buildings. My focus on the institution of the U.S. House of Representatives was in addition to my responsibilities providing leadership support to the Speaker and members of the Republican Conference to carry out the House Majority's legislative agenda.

As a leader in a trade association for a 175-year-old, highly regulated industry, data and analysis were critical to make sure business decisions and public policy prioritize the financial security of American workers and retirees' life insurance and retirement savings.

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?

If confirmed, my responsibilities as Undersecretary of the Economic Affairs are to provide all necessary data and analysis that strengthens the Department of Commerce ability to carry out its mission, as outlined by Secretary Lutnick, "to protect, defend and enhance investment in America."

More specifically, these responsibilities include conducting robust and timely economic analysis for the Secretary and Bureaus to make program and policy decisions; innovate the collection and value of this data and promote and defend the integrity of the data to serve the users of the data. <https://www.commerce.gov/bureaus-and-offices/ousea>

My experience leading complex teams and organizations in dynamic environments, equips me for this important role, for driving innovation, and for strengthening the integrity and reliability of the agency. The Speaker of the House is responsible for the institutional responsibilities of the U.S. House of Representatives. As Deputy Chief of Staff, day-to-day staff management and support was my responsibility. Each of the 435 Members of Congress, 5 House delegates and one resident commissioner is personally financially responsible if they overspend their office's annual budget amount—the Member Representational Allowance (MRA). It is an important accounting control for taxpayer dollars, but it is even more important to work closely with House officers like the Chief Administrative Officer to ensure no

Member of Congress, or House committee, ever gets to this point. Fostering collaboration and clear lines of communication among all components of the House was critical to ensure that each Members of Congress could serve their constituents and carry out their constitutional responsibilities.

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

The public servants of the Department of Commerce Economic Affairs team each day face the challenges that come with the core mission of providing reliable, timely data and analysis. These challenges continue to present opportunities and, if confirmed, I look forward to exploring further how we can build upon the important work of the agency.

1. *Leveraging technology to improve speed of data and analysis:* Collecting data for statistical sampling or enumeration takes time. How can we leverage technology to collect data faster and how can we leverage technology to support the important work of the public servants who provide economic analysis?
2. *Capturing the dynamic economy:* The economy is always changing. New industries, new consumers and new markets are constantly emerging. How can we ensure that the data and analysis provided by the Department of Commerce Economic Affairs team captures and reflects all dimensions of the Nation's dynamic economy?
3. *Efficiency and integration:* The Federal government has multiple statistical offices within other agencies. How can we efficiently deliver to all Americans, including American policy makers, the business community and academia the data and analysis they need?

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.

American Council of Life Insurers (ACLI):

I will continue to participate in the ACLI defined contribution plan. The plan sponsor will not make further contributions and I will not make future contributions.

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.

Not applicable.

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.

ACLI 401k

- MFS Total Return Fund Class R6 Shares (MSFKX): I will comply with all ethics requirements as outlined by OGE.
- PGIM Jennison Growth Fund Class R6 Shares (PJFQX); I will comply with all ethics requirements as outlined by OGE.
- Vanguard Mid-Cap Index Fund Admiral Shares (VIMAX): I will comply with all ethics requirements as outlined by OGE.

Roth IRA

- Vanguard Federal Money Market Fund Investor Shares (VMFXX): I will comply with all ethics requirements as outlined by OGE.
- Vanguard Target Retirement 2040 Fund Investor Class (VFORX): I will comply with all ethics requirements as outlined by OGE.

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.

I represented ACLI as their EVP of Government Relations. I will resolve any potential conflict of interest by complying with all ethics requirements as outlined by OGE.

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

My spouse is the founder and principal of Westfourth Communications. My spouse's clients include:

- Thales USA, Inc.
- CGI Federal
- CGI Technologies and Solutions
- Partnership for Tax Compliance
- Affordable Housing Tax Credit Coalition
- Liberty Tire Recycling, Inc.
- Student Loan Servicing Alliance
- National Association for Proton Therapy
- American Psychiatric Nurses Association
- Global Peace Foundation
- National Air Carriers Association

I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.

Spouse Roth IRA

- Vanguard Federal Money Market: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Vanguard Target Retirement 2040 Investor Class Mutual Fund: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.

Spouse WPP 401(k)

- Vanguard Wellington Fund Admiral: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Vanguard Equity Income Fund: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- JPM MdCapValue R6: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- AmerFundsEuroPacificGR R6: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.

RubinMeyer Communications LLC, now Westfourth Communication LLC, 401(k)

- Vanguard Value Index ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Schwab U.S. Large-Cap Growth ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Vanguard Md Cap Index ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Schwab U.S. Small-Cap ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- SPDR Index PTF devel world ex-US ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- SPDR S&P Emerging Markets ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Schwab Short-term U.S. Treasury ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- iShares -5 year TIPS Bond ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Vanguard Total Bond Market ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Vanguard FTSE Emerging Market ETF: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.

Invest529—Virginia College Savings Plan (for college-aged dependent)

- 2024 (18+): I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.

Harley-Davidson, Inc. (HOG) stocks: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.

Northwestern Mutual Whole Life Insurance

- Plan 1 (self): I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Plan 2 (spouse): I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Plan 3 (dependent): I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.

Roth IRA (for Dependent)

- Vanguard Federal Money Market Fund Investor Shares: I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.
- Vanguard Target Retirement 2045 Fund Investor Class Shares (VTIVX): I will resolve any potential conflicts of interest by complying with all ethics requirements as outlined by OGE.

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.

I represented ACLI as their EVP of Government Relations. I will resolve any potential conflict of interest by complying with all ethics requirements as outlined by OGE.

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? No.

If so, please explain.

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? No.

If so, please explain.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? No.

If so, please explain.

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? No.

If so, please explain.

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

Not applicable.

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.

ADDENDUM TO THE QUESTIONNAIRE SUBMITTED TO THE SENATE COMMITTEE ON
COMMERCE, SCIENCE, AND TRANSPORTATION, 119TH CONGRESS BY JOYCE MEYER.

Upon further review, I have identified additional asset information that is responsive to questions A.5, A.15 and E.1 on the Committee's questionnaire. They can be found in the attached documents.

The undersigned certifies that the information contained in the public addendum is true and correct.

8/22/2025

X JOYCE MEYER
Joyce Meyer

Signed by: JOYCE MEYER

Joyce Meyer Addendum
August 22, 2025

A.5 Date of Birth: [REDACTED]

A.15 Political contributions as outlined on the August 13, 2025 e-mail request:

Scalise Leadership Fund \$2,500: This fund is called "Eye of the Tiger PAC" and is listed correctly under my answer for A.15. The FEC website incorrectly lists that I made two separate contributions to the Scalise Leadership Fund and to the Eye of the Tiger PAC.

Save the Senate 2020 \$2,800: This was an inadvertent omission in my response to A.15. I can confirm that I did make a personal contribution of \$2,800 to Save the Senate.

Waging Peace \$3,300: My personal contribution of \$3,300 was made to Congressman Mike Gallagher's re-elect. It is listed correctly in my response to A.15. The FEC website incorrectly lists a personal contribution from me to Mike Gallagher's leadership PAC, which is called "Waging Peace."

E.1. My response can be found in the attached document "JMeyer.assets.xlsx." To ensure you can view the correct values to the corresponding assets, it is recommended to use the "landscape" setting, which can be found under "Page Layout" and "Orientation."

ASIAN AMERICAN AND PACIFIC ISLANDER (AAPI) FORMER SENIOR GOVERNMENT
OFFICIALS ISSUE BIPARTISAN CALL TO ACTION AGAINST ANTI-ASIAN HATE

We, the undersigned Americans of Asian and Pacific Islander (AAPI) descent, who served as senior officials in both Republican and Democratic Administrations and Congressional offices, strongly denounce the alarming increase in violence, rhetoric, and bigotry against the AAPI community. We urge Members of Congress and the Biden Administration to work with state and local government officials to address these concerns with policy solutions and proactive measures.

Since the start of the COVID-19 pandemic in 2020, we have seen a dramatic rise of anti-AAPI bias and violence. As Americans continue to face economic and health challenges, Asian Americans continue to face wrongful blame for the virus. According to STOP AAPI HATE, 2020 saw a 150 percent increase in hate crimes against Asian Americans. Since the start of the pandemic, more than 3,800 anti-Asian hate incidents have been self-reported, and of that, 66 percent were targeted against Asian American women. Though many of the incidents involve bullying, racial epithets, and verbal abuse and harassment, an increasing number of incidents have involved physical violence, including death.

On March 18th, the first Asian American woman to be appointed to the President's Cabinet, former U.S. Secretary of Labor and former U.S. Secretary of Trans-

portation, Elaine Chao, said in a statement, “Such vicious, and unconscionable acts of violence cut at the very core of our country and the values on which it was founded. . . the critical work to combat the haunting rise of hatred against the AAPI community must intensify with the immediacy this latest tragedy commands.”

On March 14th, former Washington Governor Gary Locke, the first Asian American governor, former U.S. Secretary of Commerce, and former U.S. Ambassador to China, called for an end to violence against Asian American communities. “This violence against Asian Americans, and especially our elderly, has got to stop,” Locke said, “We cannot scapegoat [and] blame Asian Americans for this virus. Hate is a virus.”

For centuries, AAPIs have contributed much to the vibrancy and success of this country. Yet we are sometimes still seen as “the foreigner” or “less American” and treated as the “other”. Today, an estimated two million AAPIs serve on the front lines of our country’s battle against the COVID–19 pandemic as healthcare workers, first responders, grocery store workers, and other essential roles. They risk their lives every day to save fellow Americans, but even they are not immune to this kind of bias and hate. Doctors and nurses have been insulted, business owners have been harassed, our churches and temples have been vandalized, and even the elderly have been physically attacked.

For all of us, it has been a great honor and privilege to serve the American public at the highest levels of the Federal government, working for both Republicans and Democrats. What is currently happening in our country is alarming, and it requires that we all stand in solidarity to protect and support the AAPI community. We call on our political leaders to: *denounce* violence and hateful rhetoric against AAPIs; to work with local, state, and national leaders and law enforcement agencies to better *protect* AAPIs; and to pass and fund legislation that will better *support* the needs of the AAPI community. #StopAsianHate.

Signed,

(DEMOCRATS)

The Honorable Gary Locke, U.S. Secretary of Commerce and U.S. Ambassador to China

The Honorable Norman Mineta, U.S. Secretary of Commerce and U.S. Secretary of Transportation

The Honorable Joseph Yun, Former U.S. Special Representative for North Korea Policy & Former U.S. Ambassador to Malaysia

Lelaine Bigelow, Former Deputy Assistant Secretary for Congressional Affairs, U.S. Department of Housing and Urban Development

Amelia Wang Binder, Former Chief of Staff, U.S. Representative Judy Chu (D–CA)

Irene Bueno, Former Special Assistant to the President

Nani Coloretto, Former Deputy Secretary of U.S. Department of Housing and Urban Development

Margaret Cummisky, Former Assistant Secretary for Legislative and Intergovernmental Affairs, U.S. Department of Commerce and Former Staff Director, Senate Committee on Commerce, Science and Transportation

Nancy Ann DeParle, Former White House Deputy Chief of Staff for Policy

Robert W. Gee, Former Assistant Secretary for Policy and international Affairs, U.S. Department of Energy

(REPUBLICANS)

The Honorable Elaine Chao, U.S. Secretary of Labor and U.S. Secretary of Transportation

The Honorable Julia Chang Bloch, Former U.S. Ambassador to Nepal

The Honorable Grace Koh, Former U.S. Ambassador to the World Radiocommunication Conference 2019, Former Special Assistant to the President for Technology, Telecommunications and Cybersecurity Policy

Betty Adams, Former Deputy Assistant Secretary of Health and Human Services and Former Chair, President’s Advisory Commission on Asian Americans and Pacific Islanders

Vishal Amin, Former U.S. Intellectual Property Enforcement Coordinator, The White House

Eddy Badrina, Former Executive Director, White House Initiative on Asian Americans and Pacific Islanders

Victor Cha, Former Director of Japan, Korea, Australia, and Pacific Islander Affairs, National Security Council

Neil Chatterjee, Former Chairman of the Federal Energy Regulatory Commission

Lanhee J. Chen, Former Senior Counselor for the Deputy Secretary of Health and Human Services

Curtis S. Chin, Former U.S. Ambassador to the Asian Development Bank

(DEMOCRATS)

Stuart Ishimaru, Former Commissioner and Acting Chairman, Equal Employment Opportunity Commission and Former Deputy Assistant Attorney General, Civil Rights Division, U.S. Department of Justice

Les Jin, Former General Counsel for U.S. Information Agency; Former Staff Director, U.S. Commission on Civil Rights; Former Deputy Director of Federal Contracts and Compliance Programs, U.S. Department of Labor

Esther Kia'aina, Former Assistant Secretary for Insular Affairs, U.S. Department of the Interior

David S. Kim, Former Deputy Administrator of the Federal Highway Administration

Esther Lee, Former Founding Director, Office of Innovation and Entrepreneurship, U.S. Department of Commerce

Malcolm Lee, Former Deputy Assistant Secretary of State, Special Assistant to the President for International Trade and Economic Policy at NSC/NEC, and Former Director of Policy & Strategic Planning at the U.S. Department of Commerce

Yvonne Y. Lee, Former Commissioner, U.S. Commission on Civil Rights

Ginger Lew, Former Deputy Administrator at U.S. Small Business Administration and Former Senior Counselor for the White House National Economic Council

Patricia M. Loui, Former Board Director, U.S. Export Import Bank

(REPUBLICANS)

Papali'i David B. Cohen, Former Deputy Assistant Secretary of the Interior and Former Commissioner, President's Advisory Commission on Asian Americans and Pacific Islanders

Cesar Conda, Former Assistant for Domestic Policy to Vice President Cheney and former Chief of Staff to U.S. Senator Marco Rubio (R-FL)

Viet D. Dinh, Former U.S. Assistant Attorney General for the Office of Legal Policy

Christopher Gahan, Former Chief of Staff to U.S. Senator Pat Toomey (R-PA) and Former Chief of Staff to U.S. Senator Judd Gregg (R-NH)

Wendy Lee Gramm, Former Chair of the Commodity Futures Trading Commission

Holly Ham, Former Assistant Secretary for Management, U.S. Department of Education and Former Executive Director, White House Initiative on Asian Americans and Pacific Islanders

Annie Hsiao, Former Deputy Assistant Secretary, U.S. Department of Education and Former Director of Government and Community Relations, National Endowment for the Humanities

Anna Hui, Former Associate Deputy Secretary of Labor, U.S. Department of Labor

Robert K. Hur, Former U.S. Attorney for U.S. District Court for the District of Maryland

(DEMOCRATS)

Chris Lu, Former Deputy Secretary of Labor, U.S. Department of Labor

Charmaine Manansala, Former Senior Advisor, Speaker Nancy Pelosi and Former Senior Legislative Officer, U.S. Department of Labor

Parag V. Mehta, Former Chief of Staff and Senior Advisor to the Office of the Surgeon General

Howard Moon, Former Senior Policy Advisor to Speaker of the House Nancy Pelosi

Erika L. Moritsugu, Former Assistant Secretary for Congressional and Intergovernmental Relations, U.S. Department of Housing and Urban Development

Karen Narasaki, Former Commissioner, U.S. Commission on Civil Rights

Tung Nguyen, MD, Former Chair, President's Advisory Commission on Asian Americans and Pacific Islanders

Jadine Nielsen, Former Deputy to the Chairman, Federal Deposit Insurance Corporation and Former Chief of Staff, U.S. Small Business Administration

Lorna Randlett, Former Commissioner for the President's Advisory Commission on Asian American and Pacific Islanders

Sonal Shah, Former Deputy Assistant to the President and Director, Office of Social Innovation and Civic Participation

Albert Shen, Former National Deputy Director, Minority Business Development Agency, U.S. Department of Commerce

(REPUBLICANS)

Alice Joe, Former Deputy Assistant Secretary for Policy, Employee Benefits Security Administration, U.S. Department of Labor

David L. Kim, Former Chief of Staff, U.S. Mint and Former DC Panel Judge, White House Fellows Program

Jimmy Lee, Former Executive Director of the White House Initiative on Asian Americans and Pacific Islanders

Ado Machida, Former Policy Director for the Trump Transition and former Deputy Assistant for Domestic Policy to Vice President Cheney

Warren H. Maruyama, Former General Counsel, Office of the U.S. Trade Representative

Joyce Meyer, Former Deputy Chief of Staff to Speaker Paul Ryan, Former Deputy Assistant to the President for Legislative Affairs

Samuel Mok, Former CFO, U.S. Department of Labor and Former CFO and Comptroller, U.S. Department of the Treasury

Mina Nguyen, Former Deputy Assistant Secretary of Treasury for Business Affairs Geoffrey Okamoto, Former Acting Under Secretary for International Affairs, U.S. Department of the Treasury

Byung Jin "BJay" Pak, Former U.S. Attorney for U.S. District Court for the Northern District of Georgia

Rudy Pamintuan, Former Chair, President's Advisory Commission on Asian Americans and Pacific Islanders

(DEMOCRATS)

Shamina Singh, Former Executive Director of the White House Initiative on AAPIs and Former Board Chair of Americorps

Rhea Suh, Former Assistant Secretary for Policy, Management and Budget, U.S. Department of the Interior

Jason Tai, Former Chief of Staff to U.S. Representative Dan Lipinski (IL-3rd)

Jeanette C. Takamura, Former Assistant Secretary for Aging, U.S. Department of Health and Human Services

Debra Wada, Former Assistant Secretary of the Army, Manpower and Reserve Affairs, U.S. Department of Defense

Chantale Wong, Former CFO and VP Administration and Finance, Millennium Challenge Corporation and Former Chief of Staff, Office of Management and Budget Director

Francey Lim Youngberg, Former Deputy Assistant Secretary for Public Engagement and Intergovernmental Affairs, U.S. Department of Housing and Urban Development

Candace Yu, Former Deputy Chief of Staff and Special Assistant, White House Presidential Personnel

(REPUBLICANS)

Neal Patel, Former Chief of Staff to the Deputy Director for Management at the Office of Management and Budget

Neil Patel, Former Assistant for Economic and Domestic Policy to Vice President Cheney

Tony Pham, Former Acting Director of Immigration and Customs Enforcement

Jeff Tien Han Pon, Former Director, U.S. Office of Personnel Management

Raj Shah, Former Principal Deputy Press Secretary and Deputy Communications Director, The White House

Tina Wei Smith, Former Executive Director of the White House Initiative on Asian Americans and Pacific Islanders

Chiling Tong, Former Deputy Assistant Secretary, U.S. Department of Commerce

(INDEPENDENTS)

Admiral Harry B. Harris, USN (Ret.), Former U.S. Ambassador to the Republic of Korea

Samuel Lin MD, PhD, MBA, MPA, MS, Rear Admiral and Former Assistant Surgeon General (Ret.) and former Deputy Assistant Secretary for Health

Vic Mercado, Rear Admiral (Ret.), Former Assistant Secretary of Defense for Strategy, Plans & Capabilities, U.S. Department of Defense

Kenneth P. Moritsugu, MD, MPH, Rear Admiral (Ret.) and Former Acting Surgeon General of the United States

Pre decisional/deliberative

Joyce Y. Meyer

Accomplished leader delivering successful results in complex, dynamic environments.

Advisor

March 2025 - present

*Presidential Personnel Office
Executive Office of the President
The White House*

Senior Advisor to U.S. Department of Commerce detailed to the White House overseeing Senate confirmation preparation for Presidential nominees in collaboration with White House components and Federal agencies.

Senior Advisor

August 2024–February 2025

Trump-Vance 2025 Transition

Led the Senate confirmation preparation for the President's cabinet and subcabinet nominees. Oversaw the strategic coordination for Senate confirmation and a team of more than 80 staff and volunteers, resulting in the greatest number of Senate-confirmed cabinet members in the first month of any recent Administration.

Executive Vice President, Government Relations

February 2019-April 2024

American Council of Life Insurers

C-suite leader of successful strategy to increase industry profile and drive consensus on sector priorities among stakeholders and federal, state, and international policymakers. Successful bipartisan policy strategy resulted in enactment of modern retirement security laws - SECURE 1.0 and SECURE 2.0; updates to the U.S. Tax Code and tax regulations for life insurance; adoption of best interest rules for annuity sales in 43 states; updates of AI algorithm state regulations; and strengthened international industry market presence. Led team of 25.

Deputy Assistant to President Donald J. Trump

February 2017-October 2018

White House Office of Legislative Affairs

Spearheaded White House strategy to drive consensus on Administration priorities in the U.S. House of Representatives. Key negotiator on priorities regarding national security, homeland security, energy, tax, appropriations, agriculture, health care and regulations. Led team of seven and cabinet agency House legislative affairs teams.

Deputy Chief of Staff, Office of the Speaker

October 2015-February 2017

Senior Advisor

October 2018-January 2019

U.S. House of Representatives

Lead strategist and consensus-driver for House priorities among Members of Congress and outside stakeholders. Top negotiator with the Senate and White House on policies including budget, appropriations, health care, trade, financial services, and oversight of federal agencies. Led staff of 55 with budget of \$10 million while overseeing Office of the Speaker responsibilities for U.S. Capitol operations. Shared employee with the House Financial Services Committee (October 2018-January 2019).

Staff Director, Committee on Ways and Means

January 2015-October 2015

U.S. House of Representatives

Chief strategist and consensus-driver on committee priorities among members of Congress with focus on congressional oversight of U.S. Departments of Treasury, HHS, SSA and USTR. Key negotiator with Senate and White House on laws including Trade Promotional Authority, Medicare's Physician Sustainable Growth Rate (SGR) and strengthening 529s. Led team of 50 with budget of \$8 million.

Chief of Staff, Capitol Hill Office <i>Congressman Paul Ryan</i> <i>U.S. House of Representatives</i>	January 1999-December 2014
Senior Advisor <i>2012 Romney-Ryan U.S. Presidential Campaign</i>	August 2012-November 2012
Professional Staff, Committee on Governmental Affairs <i>U.S. Senate</i>	January 1997-December 1998
Legislative Assistant, Capitol Hill Office <i>U.S. House of Representatives</i>	August 1993-December 1996

EDUCATION

Executive Master of Business Administration Scholarship recipient	Georgetown University
Bachelor of Arts Scholarship recipient	University of Wisconsin - Madison

LEADERSHIP and HONORS

U.S. Capitol Historical Society Board of Trustees	Washington, DC
Leadership Council Leadership Council of Women in National Security (LCWINS)	Washington, DC
Tax Coalition Board Member	Washington, DC
Most Influential People in Economic Policy Washingtonian Magazine	Washington, DC
Top Lobbyist The Hill	Washington, DC
Top Lobbyist National Institute for Lobbying and Ethics	Washington, DC
Power List Politico Playbook	Washington, DC
Co-Founder, Mary Mross Public Policy Scholarship Program Divine Savior Holy Angels High School	Milwaukee, WI

The CHAIRMAN. Thank you. Mr. Graham, we will start with you. ADS-B is a technology that can receive or transmit location, altitude, velocity to air traffic control and other nearby aircraft faster than radar or other transponders.

Unfortunately, the Army Black Hawk helicopter involved in the mid-air collision above the Potomac earlier this year was not transmitting ADS-B, despite operating in congested airspace with civilian aircraft. This meant the Blackhawk, which should have never been flying in that area in the first place, was completely dark to airplanes arriving at DCA.

In July, I introduced the ROTOR Act, which would require all aircraft, commercial, business, general aviation, and military, to transmit their locations via ADS-B. Widespread adoption of ADS-B In will improve aviation safety, as noted by your colleague NTSB Chair, Jennifer Homendy.

The NTSB has long called for broader use of ADS-B. Mr. Graham, should virtually all aircraft be required to transmit their locations via ADS-B and to receive ADS-B signals from nearby aircraft?

Mr. GRAHAM. Chairman Cruz, thank you for that question. First of all, as far as ADS-B goes with respect to the accident, it would be inappropriate for me to draw any conclusions at that point because it hasn't been presented to the Board as a final report with probable cause and conclusions, findings, recommendations.

But as far ADS-B technology goes, it has an incredible safety potential if implemented correctly. I think it has great benefit for the future of being able to—for airports that don't have ground radar or any other kind of radar. I think those systems that are called the SAI Initiative that the FAA is putting in, in control towers, I thinks it is great.

The problem they have right now is they haven't put any warning or caution systems, either audio or visual, for the controllers to alert the controller that there might be an impending incursion.

I have seen some of the technology that some of avionics manufacturers are using it for—in the cockpit, which is one of our recommendations that go back to 2000, that we ask for not just the control towers to have this data and be able to see aircraft, but also in the cockpits so pilots can start reacting quicker than waiting for a controller to tell them.

So, I believe in ADS-B technology in the future, and I do think, especially in Class B airspace, in my personal opinion, all aircraft should have that on and—when they are operating in that area.

The CHAIRMAN. In your professional judgment, would the flying public be safer if the ROTOR Act were passed and ADS-B In and Out were required for aircraft in commercial airspace?

Mr. GRAHAM. Thank you, Chairman Cruz, for that question. First of all, the NTSB, we don't normally endorse any legislation, but we do look at our recommendations that have been out there for some time, and I notice some of those are included in the ROTOR Act. We are always trying to have our recommendations either implemented by the regulator or legislatively by this body.

The CHAIRMAN. OK, let me just try for a straightforward answer. Would the flying public be safer if ADS-B In and Out were required?

Mr. GRAHAM. Yes.

The CHAIRMAN. Thank you. Mr. Klein, in your role at OSTP during the first Trump administration, you advanced the Nation's AI strategy through the American AI Initiative and helped establish the tenets outlined in the 2020 National Artificial Intelligence Initiative Act. Some of those tenets were abused by the Biden administration.

For instance, the Biden Administration diverted NIST from its job of developing technical standards, to policing what they call disinformation and stereotyping in AI, both of which were masked up censorship.

As stakeholders and lawmakers talk about wanting to more tightly regulate AI, they should keep in mind that the last time Congress authorized AI standards-related activity, the American AI Initiative ended up being used by woke leftists in the Biden administration to guard against supposed harms like misgendering on ChatGPT, or ChatGPT downplaying climate change.

Thankfully, the Trump administration has put a stop to this nonsense and is stamping out woke AI. Why do you think the core tenets of the 2020 National AI Initiative Act, based on OSTP's earlier work, were implemented in unexpected ways during the Biden administration? Was that a departure from the statute, or a result of the law's open-ended language, and how can we guard against it moving forward?

Mr. KLEIN. Chairman Cruz, thank you for your question. I had been involved in drafting of the 2019 Executive Order, which was the first ever signed by a President on artificial intelligence. And the language that we had used at that time was seeking to reduce barriers to safe testing and deployment that would help enable an industry adoption and ensure public trust in these technologies.

In my personal belief, I think NIST, as a former National Bureau of Standards, is an excellent place to do use case and sector-specific standards that can help enable industry adoption and enable public trust.

I think that the position of this administration is very much focused on that in terms of the America's AI Action Plan and the tasks specifically given to the Office of Science and Technology Policy in issuing an RFI that will seek to identify those kinds of barriers and places where we may need either deregulatory action, greater use exemptions, waivers, or regulatory sandboxing, or places where we may actually need more regulatory clarity to, again, ensure industry adoption and public trust in this technology.

The CHAIRMAN. Thank you. Ranking Member Cantwell.

Senator CANTWELL. Thank you, Mr. Chairman. To go back to this ADS-B In and Out issue. Mr. Graham, you are aware that, because you mentioned the time period, that this recommendation for mandating this was made a long time ago. So, the point is, you support that recommendation, correct?

Mr. GRAHAM. Absolutely, I do.

Senator CANTWELL. OK. So the issue is, why wasn't it adopted? And the question is, in the FAA safety bill, we tried to get a larger role played by NTSB in getting an annual report on the highest risks that need to be addressed. And that has been implemented. And my guess is that you would say that this is one of the highest risk, if it is not implemented.

Mr. GRAHAM. I believe it is one of the higher risk, yes.

Senator CANTWELL. OK. So the point is, what else do you think that NTSB can do—this is a gap, right? This is the gap between a safety organization that has to spend all its time on the details and a regulatory agency that seems to, in the last decade plus, try to ignore those recommendations. What else can we do to further get this implementation as a priority? What more can NTSB do?

Mr. GRAHAM. I think at this point, we can just, all we can do—it reminds me of positive train control. We advocated for that for 50 years. This is 20-some years into this now with ADS-B In technology. All we can from the NTSB is continue to advocate for our recommendations and hope the regulator or this body does something and ask for the regulator to go ahead and make it regulatory in this case.

Senator CANTWELL. Well, the problem is our regulator hasn't been doing it. That is the big problem. And this, you know, on ground incursion—basically, it was the Chair who I purposely made come to a hearing and sat right next to the then-acting Administrator to call him out on why he hadn't implemented that recommendation.

So, and then finally, he held a Forum two days later and said, "oh yes, we should implement this". So in this case, you know, sure, I called the Chair before a committee and had her asking the question, but why does that have to happen? Why can't we, you know—we needed an aggressive NTSB. I get it. I get it. We are trying to change a big bureaucracy here for sure.

But at the same time, we need—the answers to Senator Cruz's questions made it seem like you were hesitant to advocate for this technology, and you may not want to advocate for an actual implementation in a bill, because you may or may not know the details of various implementations.

Senator Cruz and I disagree right now on—we want it implemented. We are like, this is way too long. We want it implemented now. So I get it, but at the same time I need a more aggressive NTSB on calling out the lack of implementation by the FAA. We just do. We Just do.

And I am sorry that that is the case. I wish we had a more aggressive FAA, but apparently we have people there that are right now rewriting the rules, trying to be more light touch again, so.

Mr. GRAHAM. If I could answer that, Senator. It is not that I am hesitant. What I am hesitating about is talking about anything as ADS-B's role in the DCA mid-air accident. I do not want to influence that investigation. We need to stay—

Senator CANTWELL. OK. I get it. I get it. OK. Did you see anything wrong—

Mr. GRAHAM. But I am totally—I am totally into it—

Senator CANTWELL. —did you see anything wrong with Alvin Brown? Do you think he—did you see anything wrong with his behavior at NTSB?

Mr. GRAHAM. Senator, all board members serve at the pleasure of the President, no matter who the President is.

Senator CANTWELL. I asked you if you saw anything wrong?

Mr. GRAHAM. From my standpoint, Senator, I have very little interaction with most of the other board members because the way

our board is set up, the way we rule on things. So I had very little interactions with him.

Senator CANTWELL. OK. Thank you. Dr. Klein, we have to go to—I mean, I disagree with his firing. Dr. Kline, tell me about quantum, and do you believe that we need a National Quantum Initiative Reauthorization Act? This is something Senators Young, Durbin, Danes, and I have worked on. I plan to reintroduce it this Congress, but do you think we need a broad initiative here to be aggressive?

Mr. KLEIN. Senator, thank you for your question. And certainly, quantum, to me—there is a lot of discussion about AI right now, and I think rightfully so, but quantum is something that I don't think is talked about enough. And I know that this committee has been very much involved in that space.

The National Quantum Initiative that was signed into law under the first Trump administration was a priority then, and I know that these actions to both further the R&D for quantum but more so move toward commercialization and applications is a critically important matter at this time, and something that if confirmed, I would be very happy to work with your staff and this committee on.

Senator CANTWELL. And could you, for the record, answer a question related to that on fusion, too? Could you, for the record, put something in what you think we should be doing on fusion? And Ms. Meyer, if you could—my time has expired, but if you could, for record.

The Bureau of Economic Analysis, you mentioned a lot of things in your testimony about things that you would—you think that we need to be broader on. We cannot have disagreement about statistics. I don't think we should have disagreements about science. I mean, science is science.

We should listen to scientists. We should listen to engineers like your dad who was a Boeing engineer. We should listen to these people. But in this case, I want you to outline how you prevent the administration from undermining the statistics?

So my time has expired so you will have to do it for the record, but thank you so much for your willingness to address that. Thank you

Senator MORENO. Senator Sullivan.

**STATEMENT OF HON. DAN SULLIVAN,
U.S. SENATOR FROM ALASKA**

Senator SULLIVAN. Thank you, Mr. Chairman. And I want to thank the witnesses, nominees, for their service and their family members. I always appreciate the opening statements that focus on patriotism, and service, and family. So, well done to all three of you. Off to a good start.

Let me start with you, Dr. Klein. You did a reference, actually, to the space race with the Soviet Union, which is a high point in American science. And it was important that we won that race, which we did. Why is it similarly important that we win the AI race with the Chinese Communist Party?

Mr. KLEIN. Senator, thank you for your question. It is incredibly important, because what we do in the United States will impact

how the world adopts artificial intelligence, whether other countries will be built on an American AI stack or a Chinese AI stack.

And along with that goes technical standards and everything that is going to set the future of applications across a range of sectors. Artificial intelligence is not confined, you know, to anyone, you know, sector. It is something that will be adopted across medicine, across transportation, agriculture. These are things we are already seeing today.

Senator SULLIVAN. And national security as well, right? And national security, right?

Mr. KLEIN. Certainly.

Senator SULLIVAN. If China wins the AI race, their ability to have a more lethal military starts to raise its ugly head too. Is that correct?

Mr. KLEIN. Absolutely. I think it is critically important that we focus not just on the research and development aspects, but also the adoption both by industry, by our own Government, and that includes national security, yes.

Senator SULLIVAN. Good. Let me ask another question that often gets missed on the AI race. So it is a lot about energy. It is a lot about electrons. The Biden administration, when they were in power, you know, they were all about shutting down American energy, especially in places like my state.

Alaska suffered through 70 Executive Orders by Joe Biden to singularly shut down Alaska. We were sanctioned more than Iran and Venezuela, and those are terrorist states, just because we produced energy in the Biden administration—and like American energy. So tell me about the importance of having American energy produced as part of the AI race?

Mr. KLEIN. Well, absolutely, Senator. Energy is something that we hear more about from the technology companies than the technology itself, in truth. And it is a shame if that would be a bottleneck for our ability to innovate and to adopt this technology.

Senator SULLIVAN. When we have more energy than any other—you think we have more energy in China? Hell yes. We need to unleash it, not shut it down. And don't you think that's important for the winning of the AI race?

Mr. KLEIN. Certainly. And actually, pillar two of the AI Action Plan is exactly focused on that. It is focused on the infrastructure, and that includes both the data centers that will be needed, but also all the underlying energy infrastructure. And this administration, under President Trump, has taken a number of different Executive Orders seeking to unleash that energy. In one area that I know very personally, in terms of nuclear energy, we have had just an incredible opportunity now to enable that testing, enable quicker deployment of, you know, these reactors for commercial deployment and also for Government use.

Senator SULLIVAN. Good. Yes, one of the first EOs President Trump signed on his first day in office was an Executive Order called, "Unleashing Alaska's Extraordinary Resource Potential", which, of course, I appreciated. But that is good not just for Alaska, good for Americans, and it is good for the AI race. Mr. Graham, let me commend you on your service, your Naval Aviator service, which I think is wonderful.

I notice the Chairman, Chair Homendy is in the audience here, so we appreciate her wonderful service. She is doing a great job. You know, we have the highest crash rates in aviation in Alaska for a whole host of reasons.

The NTSB put out a study on this a number of years ago, which launched the FAA Alaska Safety Initiative, what we call the FASI Initiative. And one of the things that I want to work with you on, and I would like your commitment on, is that we have non-FAA service providers that can develop more precise, lower minimum procedures for using GPS-based technology, but they don't receive Federal support and often can't publish procedures for public use under current FAA policies.

You know, one of our challenges in Alaska is we don't have basic infrastructure at our many, many airports that the lower 48 airports do. So can I work with you on this? The Chair, the Secretary, they are all very focused on advancing this FASI Initiative so we can bring down the crash rates and the death rates in Alaska aviation, which is the highest in the country.

Mr. GRAHAM. Senator, absolutely, yes. You have my commitment to work with you. And I am sure the Board has had a long history of working with the Alaska community and trying to make it safer. We understand how important aviation is to your state.

Senator SULLIVAN. Thank you. And finally, Ms. Meyer, I do appreciate the flag. That is a great opening statement you had there. But I will follow up on Senator Cantwell's question. You know, the Bureau of Labor Statistics revised its job estimates between April 2024 and March 2025 by almost a million fewer jobs. That was the largest downward revision in almost a quarter century. What is going on there and how can we fix that? That is a disaster for people who rely on that important data.

Ms. MEYER. Thank you. Thank you very much, Senator. I really appreciate the important question. I will start first by saying BLS is not—it is at the Department of Labor. It is not currently under Commerce.

I don't have visibility into the work that BLS has done, but I very much appreciate your question because an important part of the integrity and accuracy of data is the transparency that comes with revisions. If confirmed, I look forward to continuing the good work that is done at Census and Bureau to place priority on accuracy and integrity.

Revisions are part of the process, I know, particularly with the data that they do. And I think it is important to continue that—to continue to look at ways to ensure that as data comes in, it is reflecting an accurate measure of the economy or the specific sector it is focused on.

Senator SULLIVAN. Good. Good. Thank you very much. Thank you, Mr. Chairman.

Senator MORENO. Thank you to my colleague from Alaska. I am disappointed that there was no questions about AI's application to fishing, but we will have to do that for the second round. I recognize Senator Young.

Senator SULLIVAN. There are applications, by the way.

**STATEMENT OF HON. TODD YOUNG,
U.S. SENATOR FROM INDIANA**

Senator YOUNG. Thank you, Mr. Chairman. Congratulations to our three nominees. It is good to see each of you. Dr. Klein, I know it was several months ago now that we visited in my office, and we talked about the development, commercialization, and deployment of all sorts of emerging technologies.

And I thought it was especially beneficial to discuss with you our role as Congress in this process of facilitating public-private partnerships so that we can make sure we sustain our ecosystem of basic research, pathways to commercialization, and the elimination of unnecessary barriers.

As you know, I am working relatedly on an initiative for quantum computing and quantum more generally, National Quantum Initiative Reauthorization Act. And our effort here is to attempt to continue the acceleration of quantum computing, development, and deployment here in the United States.

And I think your assistance in this role that you have been nominated for could greatly assist Congress in moving this legislation across the finish line, creating predictability, and ensuring we have the authorities to win the quantum race, as we are calling it. Can you speak to why Congress must act and foster programs to accelerate basic research and commercialization of quantum?

Mr. KLEIN. Certainly, and thank you for your question, Senator, and I very much enjoyed our discussion several months ago. As I had mentioned to Senator Cantwell, quantum is an incredibly important priority for this Nation. It will have incredible applications across not only science, but national security as well.

And while there has been a lot of investment and focus on the research and development piece, and we certainly need to continue to invest in that basic research, there is also a role to play for the Federal Government in moving toward that commercialization and moving toward applications of quantum.

That is if we want to build out a domestic industry here that includes everything from the infrastructure, the supply chains, and the workforce that is going to be required. Both those high-skilled STEM PhDs that we would love to see more Americans going—taking that path. And also a technically skilled workforce that is going to be able to have quantum jobs here in America.

Senator YOUNG. And can the administration do it all by itself or is Congressional action required? This is what we call a leading question in the business.

Mr. KLEIN. Yes, Senator. Certainly it requires both the Legislative and the Executive branches to work together. And if confirmed, I would be very excited to work on this topic with you.

Senator YOUNG. Likewise. Thank you. Let me move on, Dr. Klein, so that we might discuss another tech vector in which you have deep expertise, and that is drone technology. I represent the most manufacturing intensive state in the country, as my colleagues are tired of hearing.

I understand the importance and the economic opportunities of increased commercialization of our technologies, including drones. But I also understand the challenges associated with deployment. Scaling production isn't straightforward, especially for systems as

complex as unmanned aerial vehicles. Dr. Klein, where do you see the most pressing opportunities for Congress to support the mass manufacture of US-made drones?

Mr. KLEIN. Certainly. I think from a Congressional perspective, the drone industrial base, there is a few different levers that can be used to ensure American dominance in this area, which was the subject of a recent Presidential Executive Order.

I believe both Federal procurement preferences for secure U.S. made drones, supply chain and standards setting in this area, is another critical area. And this is something that we have seen truly an explosion of interest in across industries and across sectors.

From the first Trump administration, we worked on some of that initial kind of deregulatory action, regulatory sandboxing, which I think today has kind of led toward this continued integration of unmanned aircraft systems into the national airspace system.

So on the industrial base, certainly toward standard setting, toward procurement, and toward incentivizing the growth of a domestic manufacturing base, are incredibly important.

Senator YOUNG. Goodness—30 seconds left. Are there any remaining obstacles that are top of mind for you as it relates to drone deployment? Key obstacles that stand in the way of creating an environment that supports not just innovation and design, we are pretty good at that, but actually getting drones out into the field?

Mr. KLEIN. Certainly. I think one important part is, again, the regulatory sandboxing. There is recently announcement on an EVTOL Integration Pilot Program in the spirit of the Unmanned Aircraft System Pilot Program that occurred under the first Trump administration.

The publishing of publication and hopefully soon use of a beyond visual line of sight rule is another first step in being able to expand the set of safe operations for drones. And I think as we are able to get additional regulatory clarity, additional use of these drones across sectors, it will provide for a stronger kind of draw for a domestic industrial base.

Senator YOUNG. Thanks again, doctor. Congrats to all our nominees. Chair.

Senator MORENO. Thank you. I recognize Senator Peters.

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

Senator PETERS. Thank you, Mr. Chairman. To each of our nominees, congratulations on your nomination. Ms. Meyer, the 2030 census will determine how communities across the country are going to receive millions of dollars in Federal funding for roads, for hospitals and bridges, as well as determine the political representation that they have here in Congress.

It is absolutely essential, and I believe you know this from our discussion earlier, that the Census Bureau prepare so that the 2030 count is accurate, timely, and reliable. That is a lot of work between now and then. And the next step to prepare for the 2030 count is to conduct a test run of the census in 2026 at six sites around the country.

I am concerned about the status of the preparation for this 2026 census test, and I understand that the Bureau has not yet even begun hiring, which is behind the curve of what we have seen in the past.

And also, the Census Bureau has refused to provide updates to me on the status of preparation for this test. So my question for you is first off, do you commit to prioritizing preparation and hiring for the 2026 Census if you are indeed confirmed?

Ms. MEYER. Senator, thank you very much for the question. Thanks, too, for taking the time, you and your team. I very much appreciated our discussion. And thanks too for highlighting the important work of the Census. As we know, this is a core responsibility, particularly from—as outlined by the Constitution.

And incidentally, today is National Constitution Day—287 years ago the Constitution was signed. So, I think it is particularly timely. And with the work that is focused in preparation for 2030, as you know, I am not in the role, so I can't speak to any specifics.

But what I can tell you is that if confirmed, I commit to working with you and the Committee, and also keeping a focus on the appropriate levels of staffing and resources that will be required.

Senator PETERS. So I know you, as from our discussion, you know that this is a big responsibility, and it is going take a considerable amount of your efforts going forward. Could you tell the Committee what steps you are thinking about right now of taking to prepare for this census test? I am sure you have given it some thought. Could you share some of those ideas with us, please?

Ms. MEYER. Senator, thank you. And I know this is a very important issue, particularly given your role and the important focus you and your team have put into the census.

As I mentioned, I am not in the role, but I do look forward to, if confirmed, exploring ways to ensure that there are no, for example, technological capabilities that would be overlooked in order to support the good work of the census in preparation for 2030.

I also look forward to exploring and making sure that there are ways to apply any takeaways from previous experiences, previous census, and also making sure the data that continues to be analyzed informs the next steps in regards to the census for 2030.

Senator PETERS. Ms. Meyer, this summer, President Trump called on the Department of Commerce to conduct a new census to take place immediately that excludes non-citizens. No law permits the President from unilaterally conducting a whole new census at this point between censuses.

Any change to the census would require amending the Census Act and approval from Congress. So my question for you is, do you agree that the President is unable to conduct a new census now unless Congress passes a law to actually authorize it?

Ms. MEYER. Senator, thanks again for the continued focus and opportunity to respond on this very topic, this important topic of the census. In regards to, as I am not in the role, I have not been part of—I don't have any decisionmaking authority or have not been a part of the discussions.

If confirmed, I do look forward to complying with the law and ensuring that all of the steps that are taken as you outlined, particu-

larly in preparation for 2030, I look forward to carrying that out and joining alongside those who work at the Census.

Senator PETERS. So do you agree that a law needs to be passed? I didn't hear that in your answer, I apologize.

Ms. MEYER. Senator, in regards to this, I am not in the role, but if confirmed, I do look forward to continuing to work with you and the Committee in regards to these issues.

Senator PETERS. Very good. Thank you, Mr. Chairman.

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

Senator MORENO. Thank you. And congratulations to all three of you for being nominated. It is quite an honor, and I look forward to serving with all of you. Let's start with you, Dr. Klein. I am no nuclear scientist. One of us is.

How do you work to make certain that as we develop AI technology, that it filters through to help working Americans? That it doesn't displace them, it doesn't eliminate them, but rather enables them and empowers them? Like, how do we focus in on that?

Mr. KLEIN. Certainly. And Senator, thank you for the question. Any action that this administration would take with regard to AI has to have the American worker core and center. It has been a big push within America's AI Action Plan, is to focus on ways that the Federal Government can assess, where there may be, you know, new job opportunities, new areas, new sectors that Americans should be trained up for, for jobs of the future, and ensuring that we are investing in any re-skilling or ability for American workers to include and involve AI in their daily work to, you know, increase efficiency and make their jobs, you know, more enjoyable.

So I think that everything that we do has to be data informed, and I think that is one step, is to ensure that we have the appropriate data and information and understanding of how industry is adopting these technologies and how it may have, you know, downstream impacts. And then ensuring that we are training Americans from the start on these kinds of technologies.

The President had signed an Executive Order focusing on the K through 12 AI education, of which there was a task force meeting just a week and a half ago. And the focus there is really ensuring that from the very start we are able to train young Americans to understand what do these technologies mean, how can they leverage them for, you know, education and future in the workforce, and ensuring that Americans already in the workforce are able to benefit from these technologies.

Senator MORENO. No, that is absolutely critical. And obviously, what we need to do is make certain that whatever we do on a public policy side, that we are keeping the American worker in mind.

So, thank you for that answer. I had another question. Obviously, huge opportunity in Government computing and Government services with AI because our systems, let's just say, are from before probably you were born. So the question becomes, how do we leapfrog and get back into competitiveness?

And there are a lot of opportunities that we can use AI. I have one concern that I have heard anecdotally and just want to see if this is something that you are focused on or the office is focused

on, is that these AI providers are not allowing the Government to use their AI tools for whether it is ICE or law enforcement.

Do I have your commitment to look into that to see why these companies are not allowing the Government who is contracting with these companies for large sums of money, not to allow them to use your tools at ICE or other law enforcement agencies?

Mr. KLEIN. Senator, thank you for the question. And while that likely falls outside of OSTP's specific purview, we are constantly engaged with individuals at the Office of Management and Budget, within the Office Federal CIO, and the different CIO Councils. And that would be certainly something where I would be happy to work with—if confirmed, work with you and the Committee to ensure that all Government services are able to benefit from the, you know, wealth that these technologies can provide.

Senator MORENO. Yes. Because you could imagine the problem where you have the Government going out and contracting with these companies, hundreds of millions of dollars, and the company saying, yes, you can use it for this, but not for that.

That is deeply concerning, and certainly would ask you to take a look at that when you are confirmed—be optimist here. The last question for you is, obviously, there is a lot of hype around things like Grok and ChatGPT, but can you talk just for the record where the real applications of AI are?

Because again, we have had Google for a long time, and I view kind of those other applications as kind of an advancement on that, but that is not really where the action is. Can you kind of talk about where you see the true real applications of AI?

Mr. KLEIN. Certainly, Senator. So again, I would focus at a use case and sector specific kind of level. If you are talking about medical diagnostics, where AI can be used to enhance and augment existing diagnostic capabilities for early detection of cancer. In the transportation space, we had the rich discussion there on unmanned aircraft systems.

For example, automated driving systems as well. The Department of Transportation rolled out a new AV policy framework. These are the areas that already today we are seeing the benefits of AI technology. And I have one—if confirmed, one big priority for me in terms of what actions we take on AI policy should be around industry adoption at the end point where the American people can benefit from these technologies.

Senator MORENO. All right, thank you. Actually, one last question for you, and then I will jump to the other ones. There is a comment made by the Ranking Member that science is fact. You have a PhD, and you studied undergraduate. Can you address that, is science fact?

Mr. KLEIN. I think science is a process of understanding to the best of our abilities, you know, any given kind of—

Senator MORENO. But it is never a fact. In other words, it is quite the opposite, right. There is never a fact. If that was the case, we would be believing that the world is flat today, because that was maybe the thought 3,000 years ago.

So the science is ever evolving, and it is about exploration and learning. It is not about a conclusion that you sit with and say there is indisputable that this is true, although there are some sets

of indisputable facts. Science is a process of learning and a journey. Is that correct?

Mr. KLEIN. Certainly. Yes, Senator.

Senator MORENO. All right. Just to make sure. And go to you, Mr. Graham. Obviously, the work that the NTSB does—can you explain just, again, for the record, clean up some of the questions I heard from my colleagues? The NTSB is not the FAA, right? Just for the record, just to make sure that we have that clear.

Mr. GRAHAM. Thank you, Senator. Yes, the NTSB is an independent safety organization. We do investigations. We do safety studies, and our products are mainly our recommendations. So, we are not a regulator.

Senator MORENO. Right. So you are not making decisions as to what equipment goes on planes, what equipment doesn't go on planes. You are not in the business of passing legislation. Is that correct?

Mr. GRAHAM. Correct. We are—

Senator MORENO. Impartial investigators—

Mr. GRAHAM. We are impartial. We have—what I like to say is we have no horse in the race. So we come in. We are unbiased. We let the facts guide us to where they will lead us, and we come up with the conclusions at that point. And our sole product is recommendations, which are usually very generic.

And we leave that up to the regulator and the industry to determine how best to approach that recommendation and implement it so that we don't have another accident like that again.

Senator MORENO. And thank you for your work. And thank you, the Chairman, for your work on that. You guys are asked to do enormous amount of work in a very short period of time with an increasingly impatient public, where social media expects you to resolve it in a law and order sort of way where in one hour the crime is committed and 60 minutes later the verdict is rendered, and I don't think that is reality. So, thank you for working and doing great impartial work.

And Ms. Meyer, I don't want to leave you alone. And since I am alone up here, I am going way over my time. It is my prerogative here. So, the question for you is, you had some questions from my Democrat colleagues. Do you suspect the President is going to come ask you your opinion as to what his Executive Order should look like, or do you think that is probably going to be the President to look to you and the Secretary to implement his prerogatives?

Ms. MEYER. Senator, thank you for the question. Thanks to you for the time that you and your team spent. I appreciated our discussion—

Senator MORENO. So the question was, like what was your opinion on whether the census should be? You don't expect that the President is going to walk in your office and go, you know, I am not sure about this. Can you give me your opinion? He is going to expect you to implement whatever he feels is compliant with the law. Is that accurate?

Ms. MEYER. Senator, in terms of this role, it is in regards to the data and implementing what is required, right. So, what you highlight is basically the role itself. The focus is on data. It is not on policy. And so, if confirmed, I very much look forward to serving.

Senator MORENO. Yes. And data doesn't have opinions or feelings, right. Just make sure we are on the same page there. But thank you to all three of you. Thank you for your time this morning. Thank you, for your patience. Thank you the work that you have done prior to getting here.

And again, it is a great honor to all of you that the President of the United States has nominated you for these positions. It will be our honor here, at least speaking for myself, to confirm all three of you in these positions.

So Mr. Graham, Mr. Klein, and Ms. Meyer, my final question is required of all nominees. If confirmed, do you pledge to work collaboratively with this committee to provide thorough and timely responses to the Committee's request and to appear before the Committee when requested? Mr. Graham.

Mr. GRAHAM. Senator, yes.

Senator MORENO. Dr. Klein.

Mr. KLEIN. Senator, yes.

Senator MORENO. Ms. Meyer.

Ms. MEYER. Senator, yes.

Senator MORENO. Thank you. I have six letters of support from various organizations for Mr. Graham's and Mr. Klein's nomination, and I ask unanimous consent to be inserted into the hearing. Hearing no objections, so ordered.

[The information referred to follows:]

GENERAL AVIATION MANUFACTURERS ASSOCIATION
Washington, DC, September 17, 2025

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

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

Dear Senator Cruz and Senator Cantwell,

On behalf of the General Aviation Manufacturers Association (GAMA), we write to support the nomination of U.S. National Transportation Safety Board (NTSB) Member Michael Graham for a second term as a member of the board. He is recognized as a champion of aviation safety—a primary focus of our association.

GAMA has worked with Member Graham since he joined the NTSB. His broad understanding of aviation safety builds on decades of experience as a Naval Aviator, leadership roles at two aircraft manufacturers, and work as a demonstration pilot and production flight test pilot and exemplifies experience that will continue to benefit the NTSB and U.S. transportation safety.

We appreciate the Senate Commerce, Science, and Transportation Committee consideration of his nomination and wholeheartedly support it moving forward so that he can continue his important work at the NTSB.

Sincerely,

JAMES A. VIOLA,
President and CEO.

AIR CHARTER SAFETY FOUNDATION
September 15, 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.

Subject: Endorsement for Continued Service of NTSB Board Member
Michael Graham

Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of the Board of Governors of the Air Charter Safety Foundation (ACSF), we are writing to express our strong support for the renomination and continued service of Member Michael Graham on the National Transportation Safety Board (NTSB).

Michael Graham is a former Chair of the ACSF Board of Governors and has long been recognized as an incredibly qualified leader and advocate for aviation safety. His contributions to ACSF and the broader aviation community reflect his deep understanding of both operational realities and the importance of advancing a strong safety culture.

Since his appointment to the NTSB, Member Graham has continued to exemplify these qualities, serving as a tireless advocate for safety across all sectors. He has consistently engaged with stakeholders, fostered collaboration, and reinforced the importance of adopting and implementing NTSB recommendations to improve safety outcomes.

The business and charter aviation industry faces complex challenges as it works to strengthen safety management systems, reduce risk, and enhance accident prevention. Having a Board Member like Michael Graham, with his proven expertise, operational insight, and unwavering commitment to collaboration, is essential to meeting these challenges effectively.

For these reasons, we respectfully urge the Committee to support Member Graham's continued service on the NTSB. His leadership, qualifications, and dedication to aviation safety will ensure continued progress in protecting lives and advancing safety across the industry.

Respectfully,

THE BOARD OF GOVERNORS,
Air Charter Safety Foundation.

INTELLIGENT TRANSPORTATION SOCIETY OF AMERICA
September 9, 2025

Hon. TED CRUZ,
Chairman,
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,

On behalf of the Intelligent Transportation Society of America (ITS America), I am writing in strong support of the confirmation of Mr. Michael Graham to the National Transportation Safety Board for a second term as Board Member. For more than 30 years, ITS America has been a leading organization uniting government, private industry, and academia to champion policies and investments that make our transportation systems safer, more innovative, and more efficient. The NTSB is a critical partner to the industry and our members in shaping policies and recommendations that improve the safety of our transportation system.

Throughout his career, Mr. Graham has been a champion for transportation safety, supporting recommendations that improve the safety of the traveling public. His significant experience in the aviation industry and previous five years serving on the Board give him the leadership, expertise, and knowledge necessary to support a national transportation safety approach that improves safety outcomes across all modes of transportation. Mr. Graham has been a strong advocate for using innovative technologies to improve safety for all who travel, including vehicle connectivity, driver assistance systems, and infrastructure-based safety tools. The country would

continue to derive great benefit from Mr. Graham's service on the Board for a second term given his focus on and commitment to reducing transportation injuries and fatalities.

We appreciate the Committee's leadership and strong track record of supporting transportation safety and innovative safety technologies. We strongly support Mr. Graham's renomination as a Board Member at the NTSB and look forward to working with him upon his confirmation.

Sincerely,

LAURA CHACE,
President and CEO,

Intelligent Transportation Society of America.

cc: Members of the Senate Committee on Commerce, Science, and Transportation

CONSUMER TECHNOLOGY ASSOCIATION
Arlington, VA, September 16, 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,

On behalf of the Consumer Technology Association, we support the nomination of Dr. Ethan Klein as Chief Technology Officer and Associate Director of the White House Office of Science and Technology Policy (OSTP), a role critical to keeping the Federal Government at the cutting edge of technology. Dr. Klein's background in science and technology makes him well suited for this post.

CTA worked with Dr. Klein during the first Trump Administration, when he served as a policy advisor for emerging technologies at OSTP. His portfolio included autonomous and unmanned transportation, giving him direct experience on issues central to America's innovation leadership. That background will allow him to contribute from day one.

Once confirmed, we believe Dr. Klein will continue driving critical technology priorities that advance U.S. leadership, support the workforce, and ensure prosperity and security for all Americans. This is a pivotal time for emerging technologies, and Dr. Klein is an outstanding choice for U.S. CTO and Associate Director of OSTP.

CTA respectfully urges his swift confirmation. Thank you for your consideration.

GARY SHAPIRO,
CEO and Vice Chair,
Consumer Technology Association.
KINSEY FABRIZIO,
President,
Consumer Technology Association.

TASK FORCE ON AMERICAN INNOVATION
September 16, 2025

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

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

Dear Chairman Cruz and Ranking Member Cantwell,

The Task Force on American Innovation (TFAI) is honored to submit this letter for the record in support of the nomination of Dr. Ethan Klein to serve as the Associate Director of the Office of Science and Technology Policy (OSTP) and the United States Chief Technology Officer. TFAI is a coalition of STEM-related companies, scientific professional societies, and research institutions focused on the critical role played by federally funded research in the U.S. innovation enterprise.

Dr. Klein's career exemplifies a steadfast dedication to the advancement of American science, technology, and national security. With a doctorate in nuclear physics from the Massachusetts Institute of Technology and an MBA from Stanford University, his foundation in both research and policy is broad and deep. He has served

as a policy advisor at OSTP, a researcher at Lawrence Livermore National Laboratory, and a bridge between Silicon Valley and the Federal government through his leadership roles at Stanford University.

A defining feature of Dr. Klein's approach is his profound understanding of the essential role that federally funded research plays in driving innovation, economic prosperity, and job creation across the United States. He recognizes that nearly every breakthrough shaping our lives today traces its roots to basic research, supported by public investment and performed in our Nation's universities and laboratories. From artificial intelligence and quantum computing to advanced nuclear reactors and border security technologies, Dr. Klein's career has spanned the full spectrum of foundational and applied science. He has consistently advocated for the public support of research as the engine of America's competitive advantage.

Dr. Klein is acutely aware that our global competitors, including China, are dramatically increasing their national investments in science and technology. Their goal is to emulate the American model—one that for a century has yielded unprecedented economic growth, technological leadership, and national security. Dr. Klein's experience in both government and research has given him a clear-eyed appreciation of the strategic competition we face and the imperative to sustain and expand our Nation's commitment to fundamental research, lest we cede leadership in fields that will define the future.

Equally important, Dr. Klein is a responsible steward of the public trust. He understands that every dollar allocated to science and technology originates from the hard work of American taxpayers. He is committed to ensuring that these resources are used judiciously and transparently, maximizing the return on investment for the American people while accelerating discovery and economic opportunity.

Dr. Klein's nomination comes at a pivotal time, when bold leadership is needed to maintain America's preeminence in science and technology. His vision is unwavering: to keep the United States at the forefront of global innovation—not only by supporting transformative research today but also by laying the foundation for discoveries that may come decades from now. He understands that ingenuity and prosperity rest on our willingness to invest in new ideas, and he is dedicated to ensuring that America continues to lead the world in scientific achievement.

For these reasons, TFAI supports Dr. Ethan Klein's nomination. His expertise, integrity, and commitment to public service will serve the Nation with distinction in the years to come.

Thank you for the opportunity to add our enthusiastic endorsement to the record.

Respectfully submitted,

SCOTT CORLEY,
Executive Director,

Task Force on American Innovation.

ASSOCIATION FOR UNCREWED VEHICLE SYSTEMS INTERNATIONAL
April 29, 2025

Hon. TED CRUZ,
Chairman,
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.

Chairman Cruz and Ranking Member Cantwell,

On behalf of the Association for Uncrewed Vehicle Systems International (AUVSI) and our expansive membership, I write to express our strong support for the nomination of Dr. Ethan Klein to serve as the United States Chief Technology Officer (CTO). Dr. Klein's visionary leadership, particularly in the fields of digital infrastructure, open innovation, and responsible technology policy, uniquely qualifies him to advance our national technology strategy at this critical juncture. Our organization chiefly focuses on the uncrewed systems, robotics, and autonomy industries, and we are confident that Dr. Klein will excel in his new role to support American dominance in our areas of focus, and across all critical industries and sectors.

AUVSI represents over four hundred corporations and 8,000 professionals spanning industry, government, and academia in more than sixty countries. Our members work across the defense, civil, and commercial sectors, designing and operating uncrewed systems including drones, automated vehicles, maritime vessels, and robotics. We are confident that under Dr. Klein's leadership, the Federal government

will be well positioned to enhance coordination across agencies and support groundbreaking technologies that are transforming how we live, work, and defend our Nation.

Dr. Klein has consistently demonstrated a steadfast commitment to ensuring American leadership in emerging technologies. His previous roles as a Senior Advisor in the White House Office of Science and Technology Policy, along with his leadership on digital policy reform, underscores his strong ability to engage stakeholders across sectors and advance secure, forward-looking initiatives. His deep understanding of the evolving technological landscape makes him exceptionally well-suited to guide Federal innovation initiatives, ensure technological development, and bolster digital resilience.

Throughout his public service career, Dr. Klein has played a critical role in developing policies that prioritize national security, promote innovation, and foster public-private collaboration—three important components of success in the uncrewed systems, autonomy, and robotics industries. His demonstrated expertise in crafting frameworks that balance economic growth with digital resilience will be vital in this era of rapidly advancing technologies where uncrewed systems are being increasingly utilized. We are confident he will champion policies that enhance domestic capabilities, strengthen supply chains, and accelerate the responsible deployment of artificial intelligence, advanced networking, and autonomous systems.

AUVSI feels strongly that Dr. Klein's nomination is a pivotal opportunity to ensure the U.S. maintains global leadership in strategic technology domains, including autonomy and robotics. We urge the Committee to swiftly confirm Dr. Klein as the next CTO so he can begin this important work on behalf of the American people and the innovation community.

Thank you for your consideration. Please do not hesitate to contact us if we can provide additional information in support of Dr. Klein's nomination.

Sincerely,

MICHAEL ROBBINS,
President and CEO,
AUVSI.

VERTICAL AVIATION INTERNATIONAL
September 8, 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.

Subj: Endorsement for Continued Service of NTSB Board Member Michael Graham
Dear Chairman Cruz and Ranking Member Cantwell,

On behalf of Vertical Aviation International (VAI), the world's leading membership association dedicated to the vertical aviation industry, I am writing to express our strong support for the renomination and continued service of Member Michael Graham on the National Transportation Safety Board (NTSB).

Since joining the Board, Member Graham has served as a tireless advocate for aviation safety, with dedication to the vertical flight sector. He has consistently engaged with our industry through participation in VAI events, including VERTICON, webinars, and safety forums. His leadership has advanced a strong safety culture, strengthened collaboration, and reinforced the importance of promoting NTSB post-accident recommendations across the industry.

The rotorcraft industry faces complex challenges in its efforts to advance safety while sustaining critical missions such as air ambulance, firefighting, offshore energy support, law enforcement, and utility operations. Having a Board Member like Michael Graham, who understands these unique dynamics and consistently demonstrates leadership in promoting a culture of safety, is vital to achieving measurable progress in accident prevention.

For these reasons, we respectfully urge the Committee to support Member Graham's continued service on the NTSB. His expertise, engagement, and dedication to

collaboration will ensure continued progress in reducing accidents and strengthening aviation safety for all who fly.

Respectfully,

CADE CLARK,
Chief Government Affairs Officer,
Vertical Aviation International.

NATIONAL BUSINESS AVIATION ASSOCIATION
September 15, 2025

Senator TED CRUZ,
Chairman,
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,

I write on behalf of the National Business Aviation Association's (NBAA) 11,000 members to express our strong support for confirmation of Michael Graham for another term as a Member of the National Transportation Safety Board (NTSB).

Mr. Graham brings a distinguished record of leadership, safety expertise and aviation experience to the Board. From beginning his career as a Naval Fighter Pilot, where he led safety and training initiatives, to chairing the Air Charter Safety Foundation, leading the NBAA Safety Committee's Single Pilot Safety Working Group, Mr. Graham has demonstrated an exemplary record of safety knowledge and professionalism—a remarkable legacy of accomplishment the Flight Safety Foundation recognized in honoring Mr. Graham with its 2019 Business Aviation Meritorious Service Award.

During his tenure on the NTSB, Mr. Graham has consistently demonstrated a deep commitment to the Board's mission of advancing transportation safety. His extensive experience at the intersection of aviation operations and safety oversight is particularly valuable as the United States works to modernize the Nation's air traffic control system and ensure the safe integration of emerging technologies, including commercial spaceflight, unmanned aircraft systems, electric air taxis and autonomous vehicles.

Mr. Graham is widely respected in the aviation community, not only for his technical expertise, but also for his collaborative approach to identifying challenges and promoting practical, safety-driven solutions. His continued service on the NTSB will be essential in helping the Board address evolving safety issues while maintaining America's global leadership in aerospace.

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. Safety has always been at the core of our mission, and the association provides more than 100 products and services to the business aviation community, including resources that advance best practices and cutting-edge innovations in aerospace technologies.

As the NTSB prepares for the next phase of innovation in mobility, Mr. Graham will ensure America remains a leader in transportation safety. His commitment reflects NBAA's longstanding dedication to ensuring business aviation operates at the highest levels of safety and efficiency. We urge the Senate Committee on Commerce, Science and Transportation and the U.S. Senate to confirm Mr. Graham's nomination as soon as possible.

Sincerely,

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

ALLIANCE FOR DIGITAL INNOVATION
September 17, 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:

The Alliance for Digital Innovation (ADI) writes to support the confirmation of Dr. Ethan Klein as Associate Director of the Office of Science and Technology Policy (OSTP). ADI represents leading technology companies and organizations committed to advancing digital transformation and innovation in government.

Dr. Klein brings a unique combination of technical expertise and policy experience focused on advancing emerging technologies for government missions. During his previous service as a policy advisor for emerging technologies at the White House OSTP from 2017 to 2021, he consistently advocated for integrating cutting-edge innovations into Federal operations, including artificial intelligence (AI), cloud computing, and quantum technologies that deliver immediate operational benefits. His Ph.D. in nuclear science and engineering from MIT, particularly his research on nuclear safeguards and international security, earned him the 2019 Arms Control Person of the Year Award from the Arms Control Association. Dr. Klein's work at Lawrence Livermore National Laboratory further strengthened his commitment to applying advanced scientific capabilities to practical government solutions that address real-world challenges. He also served as a Defense Innovation Scholar at Stanford's Gordian Knot Center for National Security Innovation, where he worked to bridge the gap between Silicon Valley and government agencies.

This technology-forward approach is particularly relevant to OSTP's mission of ensuring America's competitiveness in AI, quantum computing, and cloud infrastructure. Dr. Klein's vision of leveraging these transformative technologies to strengthen government operations aligns with the office's role in coordinating and promoting Federal research and development programs that deliver tangible results for mission-critical functions.

Our member companies value leadership that actively seeks to incorporate innovative technology into government operations rather than maintaining status quo approaches. Dr. Klein's commitment to bringing practical technological solutions into government missions, combined with his institutional knowledge of OSTP operations, positions him to effectively bridge private sector innovation with Federal agency needs for immediate operational improvements.

The Alliance for Digital Innovation supports the confirmation of Dr. Ethan Klein as Associate Director of the Office of Science and Technology Policy. His technical background and policy experience provide excellent qualifications for advancing Federal science and technology initiatives.

We respectfully encourage the Committee's consideration of his nomination. Thank you for your consideration of our views.

Sincerely,

ROSS NODURFT,
Executive Director,
 Alliance for Digital Innovation.

Senator MORENO. Senators will have until the close of business September 19 to submit questions for the record. The nominees will have till the close of business on September 22 to respond to those questions. That concludes today's hearing. The Committee stands adjourned.

[Whereupon, at 11:17 a.m., the hearing was adjourned.]

A P P E N D I X

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. TED CRUZ TO MICHAEL GRAHAM

Question 1. The National Transportation Safety Board (NTSB), for nearly thirty years, has recommended Automatic Dependent Surveillance—Broadcast In (ADS-B In) equipage in aircraft. In July, I introduced S. 2503 the Rotorcraft Operations Transparency and Oversight Reform (ROTOR) Act. The ROTOR Act if enacted makes important aviation safety improvements, including the requirement for all aircraft, commercial, general aviation, and military, to receive ADS-B In.

a. Mr. Graham, how does the NTSB engage in advocating for implementation of safety recommendations, including legislation that implements NTSB recommendations?

Answer. Since the NTSB does not have regulatory or enforcement authority and cannot mandate adoption of our recommendations, we use a variety of tools to advocate for their implementation—including when legislative or regulatory changes are required. Below are examples of how we engage in our advocacy.

1. **Safety Recommendation Process**—After an investigation, we issue safety recommendations to agencies, industry groups, manufacturers, labor organizations, and/or other entities we believe can act to enhance safety. Each recommendation is tracked in a public database that is fully transparent, and the recipient must respond with actions taken or planned. Through this process, we are able to constantly engage with our recommendation recipients to continue encouraging them to enact our recommendations. The public is also able to track progress—or lack thereof—on these recommendations to increase accountability.
2. **Legislative Advocacy**—NTSB frequently recommends Congress or state legislatures enact laws to improve safety and satisfy our recommendations. In certain cases, additional regulatory authority is needed for entities to be able to enact our recommendations. In these cases, the NTSB will work directly with legislative bodies to advocate for that authority to be granted to the appropriate regulator. The Board also testifies before congressional committees, provides technical expertise, and submits formal correspondence to Congress detailing our activities and continuing to advocate for our recommendations.
3. **Partnership with Regulatory Agencies**—Since many of our recommendations are directed to Federal regulators, we build relationships with these regulators so that we can better understand their abilities—and limitations—to carrying out our recommendations. The NTSB, as Congress designed, is not a punitive body, and therefore we continue to build on these relationships to ultimately create a safer transportation ecosystem.
4. **Public Advocacy and Awareness**—The NTSB strategically uses media, public events, and speaking engagements to raise awareness of recommendations that are stalled or ignored. Board Members and staff alike both use these forums to directly communicate with recommendation recipients, industry stakeholders, and the general public to emphasize the importance of enacting our recommendations.

b. Would the widespread adoption of ADS-B In increase aviation safety, particularly around congested airports?

Answer. Yes, ADS-B In technology is another layer of safety that can be added to improve situational awareness and safety for pilots flying in Class B airspace, or any congested airspace.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. DAN SULLIVAN TO
MICHAEL GRAHAM

Question 1. Mr. Graham, as you may know, many communities in Alaska rely almost entirely on aviation for year-round access to basic goods, services, and medical care. Yet many airports in Alaska still lack usable instrument flight procedures due to outdated design standards, excessive minimums, or multi-year backlogs in FAA approval. These limitations often make published instrument approaches less usable than visual flight rules, even in poor weather.

Meanwhile, non-FAA service providers have shown that they can develop more precise, lower-minimum procedures using modern GPS-based technology, but they receive no Federal support and often cannot publish their procedures for public use under current FAA policies.

- Given your background as a pilot and your leadership role at the NTSB, do you believe that accelerating the availability of safe, modern instrument procedures—including through FAA collaboration with authorized third-party providers—would improve flight safety in regions like Alaska?

Answer. I have been very outspoken during my first term about the need for all pilots—veterans and novices alike—to maintain currency and proficiency on instruments. Having traveled to Alaska during my term and discussing these issues with various stakeholders in Alaska’s aviation community, I fully agree that we need to accelerate the availability of safe, modern instrument procedures to help improve aviation safety in Alaska. We need more instrument flight rules (IFR) routes and procedures instead of the current status quo that heavily relies on visual flight rules scud running which, more often than not, can put pilots into the weather without IFR options. These scenarios can eventually lead to an accident, which is why IFR options are so important.

- And if confirmed, would you be willing to look for opportunities to amplify that message through the NTSB’s safety advocacy mission, so that decision-makers at FAA better understand the safety value of these efforts?

Answer. I commit to working with you, your team, our team based in Anchorage, and any other aviation stakeholders in Alaska to amplify the need for improved instrument procedures and routes with the FAA or any other entities that need to understand the serious implications of not having these in place.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO
MICHAEL GRAHAM

Clear Timeline for ADS-B In Mandate. In 2008, the NTSB told the FAA it should mandate ADS-B In, not just ADS-B Out, for aircraft operating in certain types of controlled airspace. NTSB said doing so would “provide an immediate and substantial contribution to safety, especially during operations in and around airports.” It has been 15 years, and aviation operators are still not required to equip with ADS-B In. After the tragic DCA collision exposed ADS-B loopholes, I’m working to mandate this critical safety technology to prevent future accidents.

Question 1. Yes or No: Do you believe equipping aircraft with ADS-B In technology will improve situational awareness and safety for pilots flying in busy airspace near commercial airports?

Answer. Yes, ADS-B In technology is another layer of safety that can be added to improve situational awareness and safety for pilots flying in Class B airspace, or any busy airspace, near commercial airports.

Question 2. Yes or No: Do you agree with setting a clear compliance date for aviation operators to equip with ADS-B In?

Answer. While the NTSB is not a regulator and leaves decisions on compliance deadlines to regulators, the FAA in this case, I would continue to echo the Board’s longstanding recommendation to the FAA to satisfy our recommendation on ADS-B In as soon as possible. For those reasons, yes, I would agree with setting a clear compliance deadline for aviation operators to equip with ADS-B In.

Question 3. How would a clear compliance date for operators to equip with ADS-B In help foster regulatory certainty for the aviation industry?

Answer. As in any mode, in aviation the National Airspace System (NAS) is only as safe as the least safe operator. Clear, industry-wide guidance from the FAA on ADS-B In implementation will help ensure all operators play by the same rules on the same timeline, ultimately strengthening the safety of the entire NAS.

Question 4. If confirmed, what actions would you take as a Member of the NTSB Board to ensure ADS-B In safety recommendations are implemented by FAA, in

light of FAA's failure to implement the Board's safety recommendations in a timely manner?

Answer. As my fellow Board Members and I have done throughout my first term at the NTSB, I will continue to use my vote and my voice at the Board to advocate for adoption of all NTSB recommendations—including with regulators such as the FAA. Nearly 20 years without satisfying this recommendation is unacceptable; however, as we saw with positive train control which NTSB recommended decades before its implementation, I believe constant advocacy and attention to this issue directly with the FAA—along with other industry stakeholders who will benefit from the technology—can ultimately achieve our shared outcome. I look forward to working with you, the Committee, Congress, and the administration to ultimately achieve an acceptable action from the FAA on our recommendations for ADS-B In technology.

Rail Safety and Surface Transportation Reauthorization. You were the NTSB Board Member who led the response to the tragic train derailment in East Palestine, Ohio. You saw firsthand the impact that the derailment had on the community of East Palestine. Your agency made 34 new recommendations after your investigation. Last Congress, Senators Brown, Fetterman, and Casey, along with now-Vice-President Vance introduced the Railway Safety Act that would implement a number of those recommendations.

Question 1. The NTSB made 19 recommendations to DOT; are any of the recommendations considered closed? If so, please specify which ones.

Answer. The Board has not voted to close any of the recommendations issued to DOT, FRA, or PHMSA from our East Palestine report.

Question 2. What is the status of the three recommendations that the NTSB made to the America Association of Railroads?

Answer. One of the recommendations (R-24-020) NTSB issued to the American Association of Railroads (AAR) is classified "Open—Acceptable Response," meaning the Board believes AAR is taking positive steps toward fulfilling the recommendation but has not fully addressed the recommendation. This recommendation asks the AAR to revise the Manual of Standards and Recommended Practices, M 1002, Specifications for Tank Cars, to establish criteria and procedures for manufacturers of tank car service equipment to demonstrate compatibility of pressure relief devices and other AAR-approved service equipment with intended loadings. The response we received from AAR to this recommendation indicated that their Tank Car Committee is developing a requirement, to be included in the Manual of Standards, that manufacturers actually demonstrate compatibility of pressure relief devices and other AAR-approved service equipment with intended loadings; thus the Board believes AAR is working towards satisfying this recommendation with the development of this requirement. The Board has classified the other two recommendations issued to the AAR (R-24-019 and R-24-021) as "Open—Unacceptable Response," meaning the Board believes the AAR is not taking steps towards addressing our recommendations. Recommendation R-24-019 asked the AAR to develop a database of bearing failures and replacements and make it available to railroads, regulators, and investigators to help determine and address failure risk factors. The response we received from AAR to this recommendation indicated that they believe their current Umler system is a sufficient and appropriate database of bearing replacements recommended by the NTSB. The AAR also said that their Wheels, Axles, Bearings, and Lubrication (WABL) Committee tracks bearing failures, but only around 25 percent of failed bearings are reported to WABL. The Board has noted AAR's current database is a good starting point but is not expansive or robust enough to satisfy our recommendation. Recommendation R-24-021 asked the AAR to revise the definition of key train in Circular OT-55 to designate as a key train any train containing tank cars transporting hazardous materials that do not meet the DOT-117 standard. The response we received from AAR to this recommendation indicated that while they support a phase out of DOT-111 tank cars for flammable liquid service, AAR does not agree with applying OT-55 to all trains transporting a DOT-111 tank car containing a hazardous material. The Board has noted our belief that revising the definition of key train will prevent similar potentially catastrophic hazardous materials releases in the future and, therefore, AAR's current response is unacceptable.

Question 3. In light of the East Palestine disaster, which open NTSB recommendations do you think would have the greatest impact on rail safety and preventing a similar accident?

Answer. As the Board Member on scene for this accident, I firmly believe that each of our recommendations issued in the final report is crucial toward ensuring this type of derailment or release of hazardous material can never happen again.

In particular, I have been very outspoken about the need for accelerated removal of DOT 111 tank cars from flammable liquids service. The NTSB has investigated far too many accidents involving these cars breaching and releasing hazardous materials, and it should not take any further accidents for PHMSA to remove these tank cars from flammable liquids service. The other recommendation I have been outspoken about is the need for PHMSA to revise the definition of a high hazard flammable train. The current definition—a continuous block of 20 or more tank cars loaded with a flammable liquid or 35 or more tank cars loaded with a flammable liquid dispersed throughout a train—is far too broad. It only takes one of these cars to derail and breach for a serious situation to occur, and PHMSA must update this definition in order to meet current realities.

Bipartisanship on the NTSB. The Trump Administration has, to date, refused to nominate any Democrats to any open seats on independent boards and commissions, in a marked departure from longstanding practice. Now, we have boards and commissions operating with vacancies.

Question 1. Yes or No: Based on your experience at the NTSB over the last five years, do you believe in the importance of bipartisanship on independent boards and commissions?

Answer. While I cannot speak for any other boards or commissions in the Federal government, I have seen the benefits of bipartisanship and diversity of thought during my first term at the NTSB.

Question 2. Do you support continuing to have a bipartisan split of Members at the NTSB?

Answer. Yes, I do. I believe each Board Member brings a different and unique perspective to the table, and those collective perspectives strengthen our work and product.

Alvin Brown Firing. NTSB is an independent agency and by statute the President may fire a Board member only for “inefficiency, neglect of duty, or malfeasance,” not solely at “the pleasure of the President” as you asserted at the hearing. In an interview with my staff, you said that you were not aware of any “inefficiency, neglect of duty, or malfeasance” to justify Member Brown’s firing. At the hearing, you told me that you had “little interaction with most of the other Board Members.”

Question 1. Yes or No: Did anyone ask you to change your answer? If so, please detail who gave you this instruction, and under what circumstances.

Answer. No.

Question 2. Are you personally aware of any “inefficiency, neglect of duty, or malfeasance” to justify the firing of Vice Chair Alvin Brown?

Answer. While I am not personally aware of any specific “inefficiency, neglect of duty, or malfeasance” regarding former Vice Chair Brown, as I mentioned in the hearing, individual Board Members ultimately have limited interaction with each other by Congress’ design.

Because no more than two of us can be in a room at any time deliberating on matters before the Board without violating the *Government in the Sunshine Act*, we each operate our offices fairly independently, meaning we have limited insights into other Member’s day-to-day operations, thought processes, or actions.

Pipeline Safety: Aldyl-A pipeline and risks to Spokane, Washington. In 2023, a gas pipeline explosion killed seven people and injured 10 at a chocolate factory in West Reading, Pennsylvania. The NTSB found that Aldyl-A, a type of plastic with known safety risks, played a role in the disaster. As of 2023, there were over 100 miles of this pipeline in Spokane’s natural gas distribution system.

Question 1. What action do pipeline operators and the Department of Transportation need to be taking to address this risk?

Answer. NTSB issued 18 new recommendations, along with one reiterated recommendation, in our final report on the UGI Corporation’s Natural Gas-Fueled Explosion and Fire at the R.M. Palmer Company building in West Redding, Pennsylvania. Of those 19 recommendations, three to PHMSA, one to the Gas Piping Technology Committee, and one to UGI Corporation directly addressed the safety concerns surrounding Aldyl-A. To date, while these recipients are making varying degrees of progress towards fulfilling these recommendations, they have not completed our recommended actions. These recommendations include:

- For PHMSA to issue an advisory bulletin to all regulated natural gas distribution pipeline operators referencing distribution integrity management program regulations and encouraging those operators to:

- Complete a one-time inventory of all plastic assets that are located in environments that experience or are at risk of elevated temperatures;
- Continue, during maintenance and new construction projects, to identify plastic assets that are in elevated temperature environments; and
- Evaluate and mitigate risks to deter the degradation of these assets.
- For PHMSA to issue an advisory bulletin that reviews the details of the March 24, 2023, natural gas-fueled explosion and fire in West Reading and advise all regulated natural gas distribution pipeline operators to address the risk associated with Aldyl A service tees with Delrin inserts, including replacing or remediating them.
- For PHMSA to evaluate industry's implementation of the gas distribution pipeline integrity management requirements and develop updated guidance for improving their effectiveness. The evaluation should specifically consider factors that may increase the likelihood of failure such as age, increase the overall risk (including factors that simultaneously increase the likelihood and consequence of failure), and limit the effectiveness of leak management programs.
- For the Gas Piping Technology Committee to develop guidance for natural gas pipeline operators to ensure that their distribution integrity management programs appropriately assess and address threats to plastic pipelines posed by nearby assets that may elevate the temperature of the environment near the pipeline.
- For UGI Corporation to inventory all their plastic natural gas assets that may be located in elevated temperature environments and address the risk associated with these assets.

PHMSA and operators need to look at these recommendations and take the requisite actions to address the risks posed by Aldyl-A service tees with Delrin inserts.

Highway Safety and learning from the Aviation industry's safe system approach. Each year, nearly 40,000 people are killed and 5.1 million are injured in car accidents across the country. In the state of Washington there were over 3,000 traffic accidents last year in which someone was seriously injured or killed. In the past 10 years, the number of people suffering serious injuries as the result of traffic incidents in the state of Washington has increased 70 percent.

In the aviation industry, we recognize the need for a safe system approach that includes redundant safety measures to ensure human error does not cause a deadly accident.

Question 1. What would a safe system approach to roadway safety mean?

Answer. As I have championed throughout my first term at the Board, and even preceding my time at the Board, I believe safety management systems are an incredibly effective tool for *any* organization to properly manage their risk—and these can apply to roadway safety as well. The Department of Transportation's Safe System Approach (SSA), while differing from a true safety management system, is a good first step in my opinion to implementing a safe system approach to roadway safety. The six core principles of the SSA—death and serious injuries are unacceptable, humans make mistakes, humans are vulnerable, responsibility is shared, safety is proactive, and redundancy is crucial—lay the groundwork for how a SMS-like system can be integrated to our Nation's transportation systems, and I look forward to evaluating and partnering with DOT and Congress as this develops.

Question 2. How can new technologies, including lane keeping assistance and automatic emergency braking, help prevent fatal traffic accidents?

Answer. As the Board has stated many times in the past, advanced driver assistance systems (ADAS)—including lane departure warnings and automatic emergency braking—are designed to assist drivers perform driving tasks and detect and avoid hazards. Broader adoption of these technologies by automobile manufacturers will undoubtedly save lives. As the main proponent of connected vehicle technology on the Board, I would also be remiss to not mention the incredible opportunity deploying vehicle-to-everything (V2X) technology can have on reducing roadway fatalities and serious injuries. I believe V2X is one of the most promising life-saving technologies available today, with one NHTSA study estimating that V2X could address up to 80 percent of all crashes involving non-impaired drivers.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. AMY KLOBUCHAR TO
MICHAEL GRAHAM

At-Grade Rail Crossings. Grade crossings are among the deadliest spaces in our rail system. I've been working to reduce the risk of accidents between pedestrians, vehicles and trains and make sure first responders are not blocked by trains during emergencies.

- If confirmed, will you commit to improving safety at railroad crossings? If so, how will you address this safety issue?

Answer. I will absolutely continue working with my fellow Board Members and our team at the NTSB to improve safety at railroad crossings. This is one of the longest-standing issues the Board has dealt with in railroad safety, and we still have significant work to do. While there are many actions that can be taken to improve safety at these crossings, I believe one of the most important things we can do right now is to increase public awareness of the Emergency Notification Systems (ENS) that are available at every highway-rail grade crossing nationwide. Instead of trying to call 9-1-1 from a vehicle stuck at a crossing, signs are posted at each of these crossings to immediately get in touch with the railroad responsible for the crossing. Contacting the railroad directly as soon as possible if there is a disabled vehicle on the tracks is the best way to prevent collisions at these crossings, and I will continue to raise public awareness for these signs.

Additionally, I continue to advocate for FRA to require ground protection for trains conducting shoving movements through highway-railroad grade crossings equipped only with flashing lights or passive warning devices (Recommendation R-23-019) and for FRA and Class I railroads to increase accident reporting at these crossings (Recommendations R-18-015 and R-14-048). Taking these and other actions NTSB has recommended can help address this important safety issue.

Close Calls & Runway Incursions. There has been an alarming number of close calls on runways in recent years. We need to ensure planes are equipped with existing technology that would alert pilots to the presence of other planes on the runway.

- Can you discuss why it is important to invest in technologies that make our runways safer?

Answer. Takeoffs and landings account for the majority of accidents in aviation, and even a brief lapse in awareness on the runway can have devastating consequences. We have had far too many runway incursions for part 121 and part 135 aircraft over the last few years. That's why investing in technologies that make our runways safer is essential. These technologies, some of which I have been able to witness firsthand, can protect against miscommunication, fatigue, or poor visibility—the kinds of challenges that even the most skilled pilots and controllers face. They also help manage what humans can't control: weather. Rain, fog, snow, and ice can all increase risk, but with better surface monitoring and real-time condition reporting, we can keep operations safe in all environments. Additionally, as our skies grow busier, these tools will allow airports to handle more traffic while maintaining and enhancing safety standards. As a former pilot, I believe enhancing runway safety through technological investments is critical.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JACKY ROSEN TO
MICHAEL GRAHAM

Topic: Transportation Safety Issues for Rural Tourist Destinations

In Nevada, where tourism drives a significant part of our economy, safe and reliable transportation is essential—not just in urban centers like Las Vegas, but also in the rural areas that welcome visitors to our national parks, recreation areas, and historic towns. Many of these communities see millions of visitors per year but are themselves quite small—relying on limited infrastructure and having fewer resources to respond to transportation-related safety issues.

Question 1. Mr. Graham, if re-confirmed, how will you ensure the NTSB's transportation safety recommendations made in the wake of accidents reflect the needs and capacities of rural communities, especially those that are tourist hubs that see more than their fair share of visitors by road, rail, and air? What specific steps would you take to make sure these areas receive the attention and support they need to keep visitors safe?

Answer. There is no doubt our rural communities face unique challenges when it comes to transportation safety across all modes. For example, we know rural communities along interstates are often forced to deal with large trucks on local roads due to insufficient truck parking in many areas of this country. NTSB is inten-

tionally generic when we issue recommendations to give regulators and industry broad flexibility to adopt our recommendations for different environments—including rural ones. We have also issued specific recommendations in the past to various recipients specifically focusing on rural communities, including one recommendation that the American Bus Association and United Motorcoach Association have yet to fulfill from 2009 (Recommendation H-09-009) which asks them to each inform their membership about, among other things, the risks of operating in rural areas without wireless telephone coverage and advising their members to carry mobile cellular amplifiers or satellite-based devices to communicate emergency events. If confirmed to another term, I commit to working with you, the Nevada Department of Transportation, and any other stakeholders in your state or nationwide on improvements NTSB can make to our recommendations to better serve rural communities.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. BEN RAY LUJÁN TO
MICHAEL GRAHAM

Question 1. President Trump has, to date, refused to nominate any Democrats to any open seats on independent boards and commissions—this is a stark departure from the longstanding practice of pairing the nominations of a Republican and a Democrat together. Yes or no, based on your experience at the NTSB over the last five years, do you believe in the importance of bipartisanship on independent boards and commissions?

Answer. While I cannot speak for any other boards or commissions in the Federal government, yes, I have seen the benefits of bipartisanship and diversity of thought during my first term at the NTSB.

Question 2. Unfortunately, on May 5th of this year, President Trump illegally fired former National Transportation Safety Board (NTSB), Vice Chair Alvin Brown—a Democrat—without any explanation. As you know, NTSB is an independent agency and by statute, the President may fire a Board member only for quote, “inefficient, neglect of duty, or malfeasance.” Mr. Graham, are you personally aware of any “inefficiency, neglect of duty, or malfeasance” from former Vice Chair Alvin Brown?

Answer. While I am not personally aware of any specific “inefficiency, neglect of duty, or malfeasance” regarding former Vice Chair Brown, as I mentioned in the hearing, individual Board Members ultimately have limited interaction with each other by Congress’ design. Because no more than two of us can be in a room at any time deliberating on matters before the Board without violating the *Government in the Sunshine Act*, we each operate our offices fairly independently, meaning we have limited insights into other Member’s day-to-day operations, thought processes, or actions.

Question 3. Given that President Trump has illegally fired Vice Chair Brown, how can you ensure me that you will operate independently without fear of being fired yourself?

Answer. I have always understood that all Board Members at the NTSB serve at the pleasure of the President. NTSB’s independence and reputation are paramount to what we do, and it is and will continue to be my top priority to maintain and promote both.

Question 4. The purpose of the National Transportation Safety Board is to ensure that every form of transportation is safe for Americans. Yes or No: Would you take an action that is in conflict with those goals due to political pressure?

Answer. No, I would not. Transportation safety is not political. The public’s safety on a commercial aircraft, in a vehicle, on a boat, or on a train does not depend on race, ethnicity, religion, or any factors other than the strength of the safety systems surrounding them. I have been focused on analyzing, evaluating, and improving these safety systems in all modes of transportation throughout my tenure at the NTSB, and that is what I will continue to do if confirmed.

Question 5. Yes or No: Would you go against a direct order from the President or his cabinet if you believed it put lives at risk or was illegal? “I do not believe the President would ever give such an order” or any similarly evasive statement is not an acceptable answer.

Answer. I have always acted independently throughout my tenure at the Board, and I will continue to do the same if confirmed for a second term.

Question 6. Yes or No: Did Joe Biden lawfully win the 2020 presidential election?

Answer. President Biden was elected President, and I continued to serve at his pleasure throughout the duration of his term in office. There is no greater honor

and responsibility than to be a public servant, and I have always upheld that standard no matter which administration is in the White House.

Question 7. Yes or No: Did Donald Trump lawfully win the 2024 presidential election?

Answer. Yes.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JOHN HICKENLOOPER TO
MICHAEL GRAHAM

Incident Investigations

When tragedies and crises strike, National Transportation Safety Board's (NTSB) personnel work tirelessly to investigate incidents to find a root cause and produce recommendations to save lives.

Transportation systems underpin our economy—from aviation to rail and beyond.

Question 1. Mr. Graham, in your time at NTSB, have you noticed any trends or patterns in the types of incidents the agency has to investigate?

Answer. In just the last five years, we have seen an incredible explosion of new technologies across all modes of transportation. When I came to the Board, autonomous vehicles were still a relatively new phenomenon; now, not only are driverless cars deployed in several major cities nationwide, but autonomous aircraft and marine vessels are entering the market. While many of these new technologies have incredible promise, they also impact our investigations. I have noticed our investigations have become much more complex as new technologies are introduced across all modes of transportation, and as an agency we must carefully evaluate how these technologies impact the accidents we investigate—for better or for worse.

Question 2. Mr. Graham, considering that NTSB investigations currently average 12 to 18 months to complete, what could Congress provide the NTSB to help shorten the time it takes to produce investigative findings?

Answer. As an agency, we have struggled to meet our authorized staffing levels for years because of the immense knowledge and technical expertise that is necessary to fill many roles at the NTSB. I believe taxpayers get an incredible return on their investment in our agency, and that investment has only yielded better returns as the NTSB's mandates have grown over the last two decades while our budget has not. I am grateful for Congress' continued investment in and support of the NTSB, but as our mandates continue to grow, we must either grow with them or sacrifice other things like timeliness on certain investigations.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JOHN FETTERMAN TO
MICHAEL GRAHAM

Question 1. Last Congress, I co-led the *Railway Safety Act* with several of my Republican colleagues, including the current Vice President. We wrote this bill to help make sure that tragedies like the derailment in East Palestine, Ohio would never happen again. This was a solid bill that would improve railway safety.

You led the NTSB's response to the East Palestine derailment and following this response, the NTSB issued 34 recommendations to make rail safer. Unfortunately, many of these recommendations are still open and they haven't been addressed by the Department of Transportation or our railroads.

Do you believe the NTSB's recommendations following the East Palestine derailment should be fully implemented?

Answer. Absolutely, I do. Being the Board Member on scene for this accident, no community should ever have to suffer as much as East Palestine did from what was an entirely preventable accident. Each one of our 34 recommendations stemmed from specific findings and evidence we uncovered throughout the course of our investigation, which means I believe all 34 recommendations are essential to ensuring this type of accident never happens again.

Will the NTSB re-issue or reiterate these recommendations in the future?

Answer. In the very near future, NTSB will be responding to the first round of responses we received from the FRA, PHMSA, and Norfolk Southern. We have already received and responded to information we have received from DOT, Ohio, the Columbiana County Emergency Management Agency, the Association of American Railroads, the National Volunteer Fire Council and other firefighting organizations, the Chlorine Institute, the American Chemistry Council, and Oxy Vinyls, LP. Each time we receive a response from each of these entities to our recommendations, the Board considers whether or not to reclassify each recommendation. Once the Board

has determined what classification the recommendation will receive, a response from the entire Board is sent to the recipient reiterating the recommendation and explaining the Board's rationale behind our classification determination. Additionally, if in the course of an investigation we encounter a safety issue we have seen before and there is an open recommendation that addresses that same issue, we will reiterate the open recommendation, rather than issuing a new recommendation on the same topic. This gives weight to the urgency and importance of addressing the recommendation. In short—yes, we will be constantly following up on these recommendations to all recipients as per our normal processes. I am happy to work with you and any other stakeholders in helping all of these recipients complete our recommended actions.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO
DR. ETHAN A. KLEIN

AI Regulation. On September 10, 2025, the Senate Commerce Committee heard from the Office of Science and Technology Policy's (OSTP) Director, Michael Kratsios, on the White House AI Action Plan and from Chair Cruz on his 'light touch' approach, which includes creating an AI sandbox where the OSTP Director could waive Federal regulations on AI. I agree that America must move quickly to maintain our edge in AI and stay ahead of China in this race.

History shows that simply sweeping aside rules without putting a real framework in place is not pro-innovation. A 'wild west' approach does not give industry the standards, test beds, or certainty it needs to build trust and encourage long-term adoption.

Question 1. Yes or No: Do you believe it is appropriate for the OSTP Director to have unilateral authority to waive Federal regulations in an AI sandbox, as Chair Cruz has proposed?

Answer. Regulatory sandboxes are an invaluable tool to enable the deployment and testing of technologies in real-world settings to collect the data needed to update regulatory regimes, without compromising safety. OSTP does not read the legislation to provide the Director unilateral authority to waive Federal regulations, but rather to give the Director a leading role in advancing innovative uses of emerging technologies to support their responsible deployment. I believe it is essential for OSTP to work with the relevant agencies to examine existing rules and regulations and identify needed changes that will help us to maintain our Nation's edge in AI and foster innovations.

Question 2. Yes or No: Do you agree that preempting state laws without simultaneously building a Federal framework with real guardrails would leave both consumers and industry at risk? Why or why not?

Answer. President Trump has made clear his concerns about how a patchwork of state AI laws will compromise U.S. leadership. Applications of AI are today already regulated at the sector-specific, use-case-specific level by relevant Federal bodies, including the Federal Aviation Administration, the Food and Drug Administration, etc., with appropriate guardrails consistent with those bodies' statutory missions. Where appropriate, greater regulatory clarity, or in some cases, new regulations may be needed at the Federal level to enable responsible AI innovation. If confirmed, I look forward to working with you and your colleagues to ensure sufficient Federal frameworks for AI applications are in place.

Question 3. What minimum protections do you think Congress should ensure are in place before preemption is even considered?

Answer. As discussed above, applications of AI are already regulated at the sector-specific, use-case-specific level by relevant Federal bodies. If confirmed, I look forward to working with you and your colleagues to ensure sufficient Federal frameworks for AI applications are in place.

Question 4. Last Congress, this Committee introduced several bills that are consistent with the White House AI Action Plan. For example, the Future of AI Innovation Act, NSF AI Education Act, and Small Business AI Training Act all encourage AI innovation by creating AI standards, testbeds, R&D, workforce development, and AI adoption in small businesses. Would you support those bills for this Congress?

Answer. If confirmed, I look forward to working with you and your colleagues on any legislation that promotes and protects continued American leadership in AI innovation.

Spectrum Management and National Competitiveness. OSTP has historically played a crucial role in advising the President on spectrum policy—one of the most valuable resources in our digital economy.

Previous Chief Technology Officers (CTO) have been instrumental in shaping America's wireless future, coordinating between agencies to balance competing demands from aviation safety, national defense, commercial carriers, and innovation. The office that you are nominated to, and that you have been serving in, helps determine whether America leads in 6G, whether critical safety systems operate without interference, and whether American innovators have the spectrum they need to build the next generation of innovations. These aren't just technical decisions—they're choices about what we value as a nation.

Question 1. Knowing that Wi-Fi carries more than 70 percent of mobile data traffic, would you support policies that could degrade Wi-Fi performance for millions of Americans by reducing unlicensed spectrum allocations?

Answer. While the President's statutory telecommunications advisor is the NTIA Administrator and the unlicensed non-federal spectrum that Wi-Fi uses is administered by the FCC, OSTP can provide technical leadership to ensure that America's airwaves are used effectively and efficiently. If confirmed, I look forward to collaborating with your office so that our spectrum policy remains predicated on sound technical decisions that ensures this precious resource is stewarded in a manner consistent with the national interest.

Question 2. The World Radiocommunication Conference happens every four years and is the venue where countries and regions around the world determine global and regional spectrum policy. OSTP has long played a significant role in coordinating the U.S. positions for this conference. Are you concerned about securing international support for U.S. spectrum priorities when the Administration's trade wars may have alienated our allies and partners?

Answer. The Trump Administration remains committed to delivering spectrum leadership at WRC-27 that advances American interests. Because of President Trump, we have never been in a stronger negotiating position to deliver wins for the American people. If confirmed, I look forward to working with you and your office on supporting American technology interests at WRC and other important standards fora.

Spectrum and Reconciliation. OSTP plays an important role in providing technical advice and counsel to the President about technology issues, including on issues impacting a range of stakeholders across government and industry. The recently passed reconciliation bill requires that critical bands of Federal spectrum be sold for commercial use, which could compromise mission-critical safety functions.

Question 1. Yes or No: Should we put aviation safety at risk for marginal improvements in 5G speeds?

Answer. I believe you are referencing the FCC's intention to study portions of the Upper C band (3.98–4.2 GHz) for future auction, which is adjacent to spectrum used by aircraft radio altimeters. I have been following this issue closely and am optimistic that a combination of technology and policy innovations can deliver a win-win outcome where new spectrum resources are unlocked for advanced mobile communications while also ensuring aviation safety. While spectrum issues are often considered zero-sum, I believe that collaboration between the telecom and aviation industries, their regulators, and stakeholders—in combination with rigorous technical analysis—can deliver outcomes that keep America leading the 6G race, protect travelers, and enhance national security. If confirmed, I look forward to working with you and your office on this matter.

Question 2. Yes or No: Should we degrade our ability to predict hurricanes, fires, floods, or tornadoes by reallocating spectrum that enables these radar and satellite systems?

Answer. Spectrum resources—both on the Federal and non-Federal table of allocations—are used to support a number of vital national missions, including weather prediction, satellite communications, and national defense. There are a number of spectrum resources used for weather satellites and terrestrial radars across a wide range of bands, and each individual allocation has unique technical challenges and opportunities. I agree that these national missions are vital. If confirmed, I commit to ensuring that OSTP remains positioned as a technical leader to support the President and the interagency on spectrum matters.

Experience. The U.S. CTO plays a pivotal role in setting the Nation's science and technology priorities, coordinating across Federal agencies, and advising the President directly. It is a position that requires both deep technical expertise and experience navigating the complex machinery of government. Others that have held this role include a former Virginia Secretary of Technology, Vice President of Business Development at Google, and CTO of the U.S. Department of Health and Human Services.

Question 1. Please outline the relevant experience you bring to the CTO role specifically.

Answer. I agree that the USCTO role within OSTP requires deep technical expertise and experience navigating the complex machinery of government. I am the first CTO nominee with a PhD, having spent years exploring the frontiers of scientific understanding and engineering novel nuclear technologies, working with both international research institutes and leading national laboratories. I am also the nominee with the most experience working in OSTP, having worked in or supported the office under three Administrations and for nearly six years in varying capacities.

During my first stint as a tech policy advisor at OSTP in the first Trump Administration, I worked on a broad range of emerging technology initiatives, drafting executive actions across AI, nuclear, biotech, and drones. I led interagency policy development efforts on critical technologies like nuclear fusion, drafted guidance on Federal research and development budget priorities, and coordinated Presidential convenings with Fortune 100 CEOs on topics including “American Leadership in Emerging Technologies” and “AI for American Industry.”

Outside of government, I have held varied roles advising “little tech” on engaging with government as a venture fellow at a deep-tech incubator; providing American aerospace manufacturing companies with financial advisory at an investment bank; and organizing national security technology career fairs, hackathons, and policy events as the co-founder of a mission-focused organization. These experiences across the science and technology ecosystem have given me a unique vantage point on the government policies needed to support continued American innovation.

Question 2. What is the largest team of employees you have managed?

Answer. I have led diverse and interdisciplinary teams in multiple contexts. During my Ph.D. at MIT, I worked on large, collaborative projects involving national laboratories, academic researchers, and junior graduate students, efforts that required coordination across institutional boundaries and mentorship of early-career scientists. At OSTP, I led multi-month policy development efforts that involved a dozen different department and agency representatives. In a small but high-impact office like OSTP, effective management is less about top-down direction and more about enabling experts to excel. Portfolio areas are led by technical policy advisors who are the subject-matter authorities in their domains. If confirmed, I will seek to play a supportive and amplifying role—removing obstacles, aligning priorities, and ensuring OSTP’s technical policy advisors have the resources and visibility they need to drive ambitious interagency policy efforts.

Sexual Harassment at Research Institutions. GAO recently sent out for agency comment a report entitled “Actions Needed to Ensure Consistent Agency Policies for Research Institutions.” The report found that although it is OSTP’s responsibility to monitor how other agencies develop their policies to address sexual harassment at federally funded research institutions, they do not have staff in place to lead this effort, and that their imposed guidelines omit key elements required under the Research and Development, Competition, and Innovation Act (enacted as a part of the CHIPS Act in 2022).

Question 1. If confirmed, will you prioritize bringing on staff to address this important matter, if OSTP has not yet?

Answer. Those guidelines were developed during the Biden Administration, as I understand OSTP has noted to GAO. In addition, I understand OSTP staff communicated to GAO that OSTP is actively working to recruit subject matter experts in multiple disciplines and are looking forward to re-convening the National Science and Technology Council, which brings together interagency experts to address key topics, such as this one. If confirmed, I will support OSTP efforts to coordinate Federal research agency efforts to reduce the prevalence of sex-based and sexual harassment involving award personnel.

Question 2. One of the key elements required by the Act that was omitted in OSTP’s policy guidelines was the need for recipients to report initiated investigations and for agencies to share harassment reports. GAO has warned this creates a gap that may enable repeat offenders to continue receiving Federal support. If confirmed, will you advocate for a change to address this discrepancy?

Answer. If confirmed, I will support OSTP efforts to coordinate Federal research agency efforts to reduce the prevalence of sex-based and sexual harassment involving award personnel, including ensuring repeat offenders do not continue receiving Federal support.

Fusion. Fusion energy has the potential to provide a virtually limitless source of clean, safe, and reliable power, and Washington State is home to some of the most advanced private fusion companies in the country. OSTP will have an important

role in coordinating Federal research and supporting pathways for commercialization.

Question 1. What specific actions should the Federal government be taking to accelerate fusion energy development and deployment, and how can OSTP best support both public-private partnerships and research initiatives in this field?

Answer. The government can pursue prizes challenges, public-private partnerships, and other novel funding mechanisms to pursue fusion and other emerging technologies. Federal support for accelerating fusion energy development deployment can include continued support for fusion R&D, use of experimental facilities and data, and pro-innovation policy to promote a global fusion market. Programs such as the Fusion Innovation Research Engine (FIRE) Collaboratives and the Innovation Network for Fusion Energy (INFUSE) awards can encourage collaboration between the private fusion industry, DOE national labs, and universities.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. AMY KLOBUCHAR TO
DR. ETHAN A. KLEIN

AI Rules of the Road. I am working to make sure we have stronger rules of the road in place when it comes to AI use. My bill with Majority Leader Thune—the AI Research, Innovation, and Accountability Act—for example, would improve testing and evaluation for critical-impact AI systems used to make decisions about critical infrastructure.

- If confirmed, will you work with me to develop thoughtful Federal standards that can help drive the adoption of AI across industries?

Answer. If confirmed, I will work with you and your colleagues on any legislation that promotes and protects continued American leadership in AI innovation.

Data Center Energy Demands. A December 2024 report from the North American Electric Reliability Corporation indicated Minnesota’s regional energy grid is at high risk for a shortfall in electricity supply over the next five years. I am concerned that the increased demand for electricity from AI data centers will only make this worse, leaving Americans with rising utility bills and unpredictable blackouts.

- How are you working to ensure that American households do not shoulder the cost of energy shortfalls?

Answer. President Trump has been clear about the need for American energy dominance. We know that more energy generation must be connected to the grid. Expanding centralized energy generation across a range of sources, including advanced nuclear, remains critical to maintaining grid reliability and affordability. If confirmed, I look forward to working with you to advance policies that preserve affordability for ratepayers.

- How can the Federal government help industry improve the load balancing capabilities of data centers to prevent blackouts?

Answer. President Trump has also been clear that for American energy dominance companies must be able to supply their own power. If confirmed, I look forward to working with you to advance policies that preserve affordability for ratepayers and ensure stable load for all consumers, including data center operators, achieving energy dominance without compromising American leadership in AI.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. BEN RAY LUJÁN TO
DR. ETHAN A. KLEIN

Question 1. Yes or No: Do you believe that the Federal government should push for more transparency in the scientific process?

Answer. I agree that science should be transparent and constantly challenged in order to advance the scientific process. Transparency in science enables researchers to build off of one another’s results, which is why transparency is one of the nine tenets specifically called out in President Trump’s executive order on “Restoring Gold Standard Science.”

Question 2. Yes or No: Do you believe that Federal decision-making should be grounded in science?

Answer. Federal decision-making should be informed by the best available science, with full recognition of its uncertainties, alongside other considerations such as legal, economic, and security factors. That is why in May, President Trump signed Executive Order 14303 “Restoring Gold Standard Science,” and in June, the OSTP Director issued guidance to agencies on how to implement gold standard science across their agency activities.

Question 3. Yes or No: Do you believe scientific endeavors should be free from political influence?

Answer. I believe that scientific research and discovery should be free from political influence. At the same time, scientific endeavors, such as setting priorities for R&D funding or launching national initiatives, should align with the administration's broader priorities and must serve the public interest.

Question 4. What will you do if you are asked or instructed to make a decision that is directly contrary to the scientific evidence?

Answer. The role of OSTP is to ensure that the best available scientific understanding is clearly represented in interagency discussions and in advice to the President and senior decisionmakers. Scientific evidence is rarely the only factor, with legal, economic, and security considerations factoring into policy decisions. If confirmed, I will ensure that the scientific evidence is accurately represented and adequately considered in its proper role within the broader decision-making process.

Question 5. What is your strategy for pushing for greater reliance on scientific findings within the current administration?

Answer. In May 2025, President Trump signed an executive order to restore gold standard science, and in June, the OSTP Director issued guidance to agencies on how to implement gold standard science across their activities. If confirmed, I will work with agencies to ensure that they are implementing gold standard science in accordance with these directives.

Question 6. Yes or No: Would you go against a direct order from the President or his cabinet if you believed it put lives at risk or was illegal? "I do not believe the President would ever give such an order" or any similarly evasive statement is not an acceptable answer.

Answer. The President would never give such an order, and I would not do anything unlawful or put lives at risk.

Question 7. Yes or No: Did Joe Biden lawfully win the 2020 presidential election?

Answer. Joe Biden was certified as the winner of the 2020 presidential election.

Question 8. Yes or No: Did Donald Trump lawfully win the 2024 presidential election?

Answer. Donald Trump was certified as the winner of the 2024 presidential election.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JOHN HICKENLOOPER TO
DR. ETHAN A. KLEIN

Artificial Intelligence—Road Ahead

AI is a transformative technology that is kickstarting another industrial revolution.

The recent AI Action Plan calls for new investments in R&D to enable researchers to experiment with AI models in the cloud-based National AI Research Resource (NAIRR), better understand how AI model outputs are created based on user inputs—AI interpretability, and increase investments to help users identify and detect AI-generated content.

More work needs to be done to establish new standards for issues such as independent evaluations for AI model development and use and copyright protections for the creative works of artists.

Question 1. Mr. Klein, how would you work to ensure the perspectives of companies, academics, consumers, and states are incorporated into OSTP's coordination of the AI Action Plan?

Answer. The role of OSTP is to coordinate implementation of the AI Action Plan across the Federal Government, while ensuring that the perspectives of all relevant stakeholders are meaningfully represented. The RFI issued by OSTP in formulating the AI Action Plan received nearly 10,000 responses from across society. If confirmed, I will work to ensure that engagement mechanisms, such as public comment opportunities and stakeholder roundtables, are used to their full effect to solicit a broad and myriad set of perspectives that can meaningfully inform the Action Plan's implementation and achievement of the objectives detailed therein.

Quantum

Quantum Information Science (QIS) is another disruptive technology that will transform our world. Quantum sensing technologies can help us better detect critical mineral deposits and methane emissions. Quantum computing will revolutionize how we analyze large datasets and design pharmaceuticals.

The National Quantum Coordination Office sits within OSTP and oversees the Federal government's efforts to lead the world in quantum.

Colorado's Elevate Quantum Regional Tech Hub is working with industry, academia, and Federal agencies to bring quantum technologies to real life commercial scale.

Question 2. Mr. Klein, what priorities would you recommend Congress consider as part of the reauthorization of the National Quantum Initiative? How could a reauthorized NQIA coordinate with existing federally-funded innovation hubs focused on quantum research, commercialization, manufacturing, or workforce development?

Answer. Thank you for your commitment to American leadership in QIS. With the NQI reauthorization, Congress can act to strengthen the commitment to U.S. leadership, through promoting additional research and continuing to grow the quantum workforce. Given the increasing maturity of the technology, an increased focus on engineering, enabling technologies, and commercialization is now needed to ensure the technology advances to the point that end-users will recognize the impact of the technology, the markets will develop, and the technology will become profitable. If confirmed, I look forward to working with you and your office on supporting continued American leadership in QIS.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JOHN FETTERMAN TO
DR. ETHAN A. KLEIN

Question 1. We agree that if any nation is to win the AI race, it must be the United States. And we agree that the build out of artificial intelligence (AI) infrastructure and the energy production to sustain data centers is critical for the United States to win this race.

But I share the concerns of many Pennsylvanians who have already seen their electricity bills rise between 23–40 percent over the past five years. The same is true for other residents within the PJM grid across Ohio, West Virginia, New Jersey, Maryland, Delaware, Washington, D.C., and parts of Virginia. Pennsylvania residents will eventually be sharing the grid with even more data centers set to be built across the commonwealth in the coming years.

Do you believe that more energy generation needs to be connected to our energy grid, rather than facilitating behind the meter agreements, to preserve affordability for ratepayers and ensure stable load for data center operators?

Answer. We absolutely need more energy generation to be connected to the grid and Pennsylvania will play an indispensable part in increasing that capacity. Expanding centralized energy generation across a range of sources, including advanced nuclear, remains critical to maintaining grid reliability and affordability. President Trump has been clear about the need for American energy dominance and also for companies to be able to supply their own power. If confirmed, I look forward to working with you to advance policies that preserve affordability for ratepayers and ensure stable load for all consumers, including data center operators, achieving energy dominance without compromising American leadership in AI.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. ERIC SCHMITT TO
JOYCE MEYER

Question 1. The 2020 Census faced unprecedented challenges, including the early closure of field operations in September due to COVID-19, several weeks ahead of the originally planned October 31 deadline. Given your emphasis on data integrity and leveraging technology:

- Once confirmed, how would you work to identify specific geographic areas where census operations were truncated or potentially incomplete?

Answer. If confirmed, I look forward to exploring a couple of options. First, I plan to work with the Census team to take a closer look at the 2020 post-enumeration survey and identify smaller geographical areas that may have been subject to undercount. Second, I look forward to focusing on the Census Bureau's administrative records infrastructure and identify areas where in-field enumeration may have shown insufficient coverage.

- What strategies would you use to coordinate with state and local governments to address areas with suspected undercounts, and how would you ensure the resulting data is reliable for policymaking and resource allocation?

Answer. I share the priority of ensuring reliable, accurate data for policy makers and resource allocation. If confirmed, I look forward to working closely with state and local governments about taking an active role in 2030 Census planning includ-

ing campaigns to encourage self-response in the 2030 Decennial, and exploring data-sharing agreements to enhance the quality of enumeration within their jurisdictions.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO
JOYCE MEYER

Politicization of Government Data. Your nomination comes amid growing concerns about the integrity of government economic data and a chilling effect on our economic statistical agencies. President Trump's recent firing of the BLS Commissioner over the release of a new and revised jobs report is a deeply troubling development. I fear this is an intimidation tactic that could extend to other agencies, like BEA, which you would oversee if confirmed.

Question 1. Yes or No: Would you refuse to fire the BEA Director for producing an accurate report?

Answer. The President and Secretary Lutnick have outlined that accuracy and integrity of data will continue to be the standard of performance across statistical agencies. If confirmed, I look forward to carrying out this shared commitment with the BEA team.

Question 2. During an interview in March, Secretary Lutnick said "governments historically have messed with GDP." He went on to say that he planned to change how we calculate U.S. GDP by "separating" government spending from the calculation. So far, it does not appear that has happened. Yes or No: Do you support changing how GDP is calculated? Why or why not?

Answer. Every month, BEA produces a detailed report, outlining the components of GDP, and many distinct measures of economic output. Under my leadership, if confirmed, I look forward to working with BEA to build upon the variety, detail, and quality of their published data. I am not aware of any proposal to discontinue using the current methodology for GDP.

Question 3. Has anyone at the Commerce Department or White House had a conversation with you about changing how GDP is calculated? If yes, please specify the date, participants, and circumstances for each interaction.

Answer. I am not in the role of Undersecretary of Economic Affairs, and I am not aware of discussions underway on this topic.

Disbandment of Commissions. In February, Secretary Lutnick disbanded two economic advisory committees, the Federal Economic Statistics Advisory Committee and the Bureau of Economic Analysis Advisory Committee, that had been advising the Commerce Department for over two decades. This includes advising on ways to best collect, tabulate, and analyze Federal economic statistics amid new and rapidly growing economic activities. But the e-mail announcing the disbandment stated that the committees' purposes "have been fulfilled."

Question 1. Do you think disbanding these advisory committees helps improve the accuracy of BEA's data?

Answer. It is my understanding that BEA engages with many outside stakeholder voices including the academic, business, and public-sector communities. If confirmed, I look forward to supporting their ongoing efforts to receive input.

Question 2. Yes or No: Would you support legislation codifying these advisory committees into law? Why or why not?

Answer. The Federal Advisory Committee Act of 1972 finds that advisory committees should only be established when essential and that such committees should be terminated when they are no longer carrying out their purpose. If confirmed, I look forward to complying with the law.

Undermining statistics. Politicizing government data and disbanding advisory committees are mechanisms this Administration is using to undermine statistics.

Question 1. Please outline specific steps that can be taken to prevent this Administration from further undermining statistics.

Answer. This Administration is prioritizing timely, accurate data at Federal statistical agencies and leveraging new technology and methods for data collection and distribution. This includes enhancing direct data feeds for large respondents, using public-sector and private-sector data sets to lessen the burden of survey data collection on American businesses and American households, and relying on advanced computing capacity to disseminate more information in a timelier fashion. We owe it to the American taxpayer to leverage all tools to provide timely, accurate data. If confirmed, I look forward to carrying out the commitment for timely, accurate data and complying with the law.

Question 2. Yes or No: If you were asked to produce inaccurate statistics or data by the Secretary or the President, would you refuse?

Answer. The President and Secretary Lutnick would never ask me to produce inaccurate statistics or data. Additionally, the President and Secretary Lutnick have made clear their priority for Americans to have accuracy and integrity in statistics and data. If confirmed, I look forward to carrying out this shared commitment with the teams at BEA and the Census Bureau and I will comply with the law.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. GARY PETERS TO
JOYCE MEYER

The role you are nominated for oversees the Bureau of Economic Analysis (BEA), which relies on data from the Bureau of Labor Statistics (BLS) when it produces its estimates of Gross Domestic Product (GDP).

Question 1. Do you believe there was any political interference when BLS revised the jobs numbers in July?

Answer. I don't have visibility into this, and it would be inappropriate for me to speculate on this topic.

a. If so, did that political interference affect any estimates of GDP produced by BEA?

Answer. I am not in the role for which I have been nominated, and I do not have visibility into BEA's good work. If confirmed, I will comply with the law.

Question 2. Do you believe that there is political interference in the statistics produced at the Census Bureau or Bureau of Economic Analysis?

Answer. I don't have visibility into this given I am not in the role. That said, I have no information that would lead me to believe there is political interference.

Question 3. How do you plan on ensuring that BEA and the Census Bureau continue to produce unbiased data and statistics that can be trusted by the public?

Answer. If confirmed, I look forward to fostering a culture of rigor, integrity and accuracy within BEA and the Census Bureau. I also look forward to building upon work underway on transparency and relevancy of data so the details can be understood by a wider public audience, including those who might not be specialists in economics or statistics.

Question 4. What would you do if the President asked you to change statistics produced by BEA or the Census Bureau?

Answer. The President and Secretary Lutnick have made clear their priority for Americans to have accuracy and integrity in Federal statistics and data. If confirmed, I look forward to carrying out this shared commitment with the teams at BEA and the Census Bureau and I will comply with the law.

The Bureau of Economic Analysis produces the Federal Reserve's preferred data source for measuring inflation, the Personal Consumption Expenditures, or PCE index, which influences monetary policy. Since the start of the year, the President and his Administration have made it clear of their desires to influence the decision making of the Federal Open Market Committee, as shown by their public pressure campaign against Chair Powell and their attempted removal of Lisa Cook from her role on the Board of Governors.

Given the role that BEA plays in the Fed's decision making, I worry that the President will attempt to influence the BEA's inflation reporting in an effort to obtain his desired outcome on interest rates.

Question 5. Do you agree that erosion of the Fed's independence would jeopardize the long-run stability of our economy?

Answer. The Department of Commerce, and the Census Bureau and BEA, provide detailed measurements of economic indicators used for policy decisions and decisions in the business community. Questions about the Federal Reserve's monetary policy decisions are outside the Department of Commerce and the role for which I have been nominated.

Question 6. Will you commit to overseeing fair and impartial PCE calculations and reporting at the BEA?

Answer. The President and Secretary Lutnick have made clear their priority for Americans to have accuracy and integrity in Federal statistics and data. If confirmed, I look forward to carrying out this shared commitment with the BEA team and I will comply with the law.

President Trump proposed in his budget request to Congress to consolidate the Bureau of Economic Analysis, the Census Bureau, and the Bureau of Labor Statistics into a single statistical agency under the Commerce Department.

Question 7. Do you support consolidating these three agencies? If so, please explain why they should be consolidated.

Answer. It is my understanding that President Trump's proposed FY2026 budget reorganizes the BLS, BEA, and the Census Bureau at the Department of Commerce.

Question 8. Do you acknowledge that only Congress can reorganize and consolidate these agencies by passing a new law?

Answer. If confirmed, I look forward to working with you and the committee on this important issue.

Question 9. Do you commit to working with this Committee and my Committee, the Homeland Security and Governmental Affairs Committee, on any proposal to reorganize these statistical agencies?

Answer. If confirmed, I look forward to working with the committees of jurisdiction on this important issue.

In June, the Commerce Department terminated all of its Federal advisory committees on statistics—including committees that advise on trade statistics, manufacturing statistics, and the 2030 Census. These terminations have disrupted planning for surveys like the Census, and this threatens the trustworthiness of all data collected by the Commerce Department relied on by businesses and the public. The Commerce Department said these committees had been terminated because their “purposes . . . had been fulfilled”—even as the Department is still in a critical planning moment for the 2030 Census.

Question 10. If confirmed, do you commit to restoring these terminated advisory committees?

Answer. If confirmed, I will work with the teams at the Census Bureau and BEA to continue their engagement with outside stakeholders.

Question 11. How will you ensure that Department is receiving high quality public input as it conducts its surveys?

Answer. If confirmed, I will work with and support the teams at the Census Bureau and BEA in their ongoing efforts to innovate and refine survey design to maximize response quality and expand opportunities to acquire alternative data sources.

Question 12. Does the Constitution require that “whole number of persons in each state” be used to apportion Congressional seats?

Answer. Yes, this text is found in the Fourteenth Amendment, Section 2.

Question 13. Can noncitizens be excluded from Census counts for the purposes of apportioning Congressional seats?

Answer. The Census Bureau's important work, including the Decennial Census, focuses on providing high-quality data for a range of users and purposes. If confirmed, my focus will be on supporting the Census Bureau's commitment to the accuracy and integrity of this data.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JACKY ROSEN TO
JOYCE MEYER

Question Topic: Supporting Rural and Tourism-Related Business through Export Data

Rural businesses face unique challenges in accessing export markets—many times there's a lack of awareness, insufficient technical assistance, and an absence of infrastructure like ports, broadband, or transportation. One way we can support these businesses is through access to timely, accurate data that can help them make smart decisions.

Question 1. Ms. Meyer, if confirmed, what role do you see the Bureau of Economic Analysis playing in supporting data collection and dissemination that helps rural businesses more successfully engage in international trade? How would you coordinate with the International Trade Administration to ensure rural exporters are not left behind?

Answer. If confirmed, I will work to build upon BEA's longstanding commitment to improve access to its data and making its information more actionable for all American businesses, including rural businesses, in partnership with ITA.

Question 2. How will you ensure that export data analyzed by the Department of Commerce accurately reflects the impact of not only goods exported overseas, but

also visitors from abroad coming here to the United States to spend their money in our country?

Answer. It is my understanding that BEA's international transaction accounts currently include services related to foreign travel in its export totals, and, if confirmed, I look forward to working with BEA to ensure that this data collection continues to innovate.

Question Topic: Accuracy and Timeliness of Economic Data

Timely and accurate economic data is essential for good policymaking, especially in fast-changing sectors like tourism. When we face events like public health emergencies, natural disasters, or even major transportation disruptions, local economies can be impacted almost overnight.

However, the data that drives Federal response—whether it's emergency relief, infrastructure support, or workforce development—can lag behind what is actually happening on the ground, particularly in sectors that are seasonal, event-driven, or heavily reliant on visitor spending like tourism.

Question 1. Ms. Meyer, if confirmed, how would you work to improve the timeliness of economic data and modernize forecasting tools so that communities, especially those that rely on tourism, receive the support they need, based on up-to-date and complete information? And what role do you see for new technologies or data sources in helping fill those gaps?

Answer. This Administration has a clear commitment to modernizing and improving the accuracy of data collection for a wide range of end-users and purposes. If confirmed, under my leadership, Census and BEA will continue to work towards earlier data release times and more detailed regional data.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. BEN RAY LUJÁN TO
JOYCE MEYER

Question 1. On August 1, 2025, President Trump fired the Commissioner of the Bureau of Labor Statistics (BLS) hours after the agency released weak monthly jobs numbers. Without any evidence, President Trump claimed the BLS numbers were “rigged” and “phony” to make him look bad. If confirmed, you would oversee another national statistics agency—the Bureau of Economic Analysis (BEA) in the Department of Commerce.

- Yes or no, will you commit to refusing an order from President Trump or Secretary Lutnick to fire the BEA Director for releasing economic data they did not like?

Answer. The President and Secretary Lutnick have made clear their priority for Americans to have accuracy and integrity in Federal statistics and data. If confirmed, I look forward to carrying out this shared commitment with the BEA team.

Question 2. Ms. Meyer, During an August 12, 2025, town hall with BEA employees, Secretary Lutnick said the importance of statistical independence at Federal agencies was quote, “nonsense” and should focus only on getting quote, “the right answer.”

- Yes or no, do you agree with Secretary Lutnick that independence of federal statistical agencies is “nonsense”?

Answer. Secretary Lutnick has made clear his priority for Americans to have accuracy and integrity in Federal statistics and data. If confirmed, I look forward to carrying out this shared commitment with the BEA and the Census Bureau.

Question 3. Yes or No: Did Joe Biden lawfully win the 2020 presidential election?

Answer. Joe Biden was certified by Congress as President.

Question 4. Yes or No: Did Donald Trump lawfully win the 2024 presidential election?

Answer. Donald Trump was certified by Congress as President.

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. JOHN HICKENLOOPER TO
JOYCE MEYER

Tariffs and Economic Data

If confirmed, you will oversee the Department of Commerce's engine that analyzes how our economy is performing. The Bureau of Economic Analysis constantly monitors new data and publishes transparent reports for the public to review.

Currently, President Trump's reciprocal tariffs are heading toward a review by the Supreme Court.

All across America, consumers and businesses on Main Street are monitoring the outcome of the litigation over the President's tariff authority.

Question 1. Ms. Meyer, will you commit to ensuring the Bureau of Economic Analysis, under your leadership, publishes data impartially and without political influence?

Answer. The President and Secretary Lutnick have made clear their priority is for Americans to have accuracy and integrity in Federal statistics and data. If confirmed, I look forward to carrying out this shared commitment with the BEA team.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. AMY KLOBUCHAR TO
JOYCE MEYER

Trade & Regional Economic Impact. Right now, trade tensions and tariffs are creating real uncertainty for farmers, manufacturers, and consumers across the country, including in Minnesota. Policymakers rely on your office's data to assess these impacts in real time.

- What role do you see for the Under Secretary in providing transparent, reliable data to evaluate how trade and tariff policies are affecting local and regional economies?

Answer. The President and Secretary Lutnick have made clear their priority for Americans to have accuracy and integrity in Federal statistics and data. If confirmed, I see the Under Secretary role as one that carries out this shared commitment with the BEA team and I will comply with the law.

Inflation and Economic Data. The Bureau of Economic Analysis produces the Personal Consumption Expenditures Price Index, which is the Federal Reserve's preferred measure of inflation. That statistic directly informs decisions on interest rates that affect families, businesses, and markets across the country. We have also seen concerns raised recently about political pressure on other statistical agencies.

- Given the importance of the PCE Price Index to economic policymaking, how will you safeguard the independence and integrity of this data so that it can continue to be trusted by decisionmakers and the American public as a neutral, accurate reflection of inflation?

Answer. The President and Secretary Lutnick have made clear their priority for Americans to have accuracy and integrity in Federal statistics and data. If confirmed, I look forward to carrying out this shared commitment with the BEA team and I will comply with the law.