Thank you, Chairman Reed, Ranking Member Inhofe, and distinguished members of the Committee. I am honored to be considered to lead the United States’ nuclear security efforts at this critical time for both our Nation’s nuclear deterrent and for international nonproliferation and arms control. I appreciate the confidence of President Biden and Secretary Granholm in putting forth my nomination as Under Secretary for Nuclear Security and Administrator of the National Nuclear Security Administration, NNSA.

(I would also like to thank Senator Heinrich for his kind introduction. I have enjoyed working with Senator Heinrich, a fellow engineer, to assure the NNSA labs deliver, without exception, on their nuclear security roles, and simultaneously contribute more broadly to national security, energy, and economic development.)

My husband, our daughters and their families, our extended family, and colleagues and friends are watching this hearing remotely. I thank them for their love, support, and encouragement as I pursue a challenging and consuming assignment again.

My life’s work has been in the missions of the Department of Energy and the NNSA. I joined Sandia Labs fresh out of graduate school and have had the opportunity to lead or work in renewable energy, nuclear weapons, homeland security, nuclear nonproliferation, and nuclear energy and nuclear waste repositories, as well as many years contributing to the underlying engineering, materials, and microsystem sciences. Since retiring as the Sandia Lab Director in 2017, I have remained active exploring the intersection of emerging technology with national security policy through my work with non-governmental organizations; the National Academy of Science; the Defense Science Board; and other boards and advisory committees.

I believe my background provides me the foundation needed to quickly contribute to the important issues facing NNSA and our Nation today. The NNSA counts on the world-class expertise of scientists, engineers, and program managers in our national security laboratories, dedicated plants and sites, and our federal workforce to provide a safe, secure, and reliable nuclear stockpile that is effective for the required deterrence and defense missions. Simultaneously, the NNSA enterprise supports nuclear nonproliferation and arms control to provide a stable, predictable, and safe world. NNSA also supports the nuclear reactor program required to power our nuclear Navy’s submarines and ships.

If confirmed, my top priority will be to deliver, in a cost-effective manner, on the significant commitments in the NNSA programs across the board. We must meet the critical deliverables
for the stockpile modernization, stockpile assessment, and infrastructure programs. Pit production, uranium processing, and other infrastructure programs will take constant attention, diligence, and transparency throughout the design, construction, and start-up phases. These unique facilities are essential to the future of our Nation and NNSA’s programs. In addition, we must continue to bring cutting-edge science and creativity to sustain and fully understand our stockpile without testing; provide new technologies and procedures to lower cost and reduce the time to deliver all mission requirements; to stay ahead of our adversaries; and to develop advanced capabilities to enhance nuclear security, arms control, and Navy reactors.

The other high priority to me is to forge transparent, productive, and enduring institutional relationships between the DOE/NNSA and our partners including the labs, plants, and sites; the Department of Defense; the Department of State; Congress; and our international allies. We also need to rebuild technological cooperation with our adversaries on issues such as monitoring and verification technologies and nuclear security.

The nation has benefited enormously from the support and investment in the people and remarkable and unique facilities of the NNSA enterprise. Training, recruiting, and retaining the experts and leaders of the future is a foundation that has never been more critical due to the demographics of the complex, the fast pace of technological advancement, and the geo-political environment. Our stockpile, our capabilities, our institutions, and our creativity are the world’s standards. If confirmed, I will be dedicated to making sure our national capabilities are unparalleled, our partnerships are enduring, and creative solutions are provided to the growing national and international challenges.

Thank you for inviting me to appear before the Committee today and I look forward to your questions.