

**Opening Statement**  
**Philip S. Goldberg**  
**Nominee for Assistant Secretary of State for Intelligence and Research**  
**Senate Select Committee on Intelligence**  
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Madam Chairman and Members of the Committee, it is a great honor to appear before you today as President Obama's nominee to be Assistant Secretary of State for the Bureau of Intelligence and Research (INR). I am grateful to the President and Secretary of State Clinton for their confidence in nominating me for this position, as well as to the Director of National Intelligence, Dennis Blair, for his support of my nomination. If confirmed by the Senate, I pledge to work closely with this Committee as it plays a vital role in dealing with the many difficult and complex issues that confront the United States around the world.

Madam Chairman, INR has been a treasured source of information and analysis for policymakers for more than 60 years. INR is also a deeply respected voice within the Intelligence Community. INR's success has not been based on its size or budget. Rather, it has been based on the extraordinary experience, judgment and analytical skill of its personnel. The Bureau's personnel define expertise – an average of 10 years on account among all analysts, a third of the analytical body with PhDs in their areas, and most analysts with command of the language or languages relevant to their portfolios. INR's well-earned reputation for insight and professionalism is based on a mix of Civil and Foreign Service personnel – a combination of those who spend years and often decades on an issue, buttressed by those with recent experience in the field. If confirmed, I will work to enhance the ability of these fine professionals to do their

jobs through training, academic opportunities, and service overseas. I will work to recruit the finest people available. I will work to defend both the process of independent and unbiased analysis as well as the people who produce it. If confirmed, I would be proud to lead a group of people who have in recent times won praise for both the quality of its work as well as its willingness to stick to its analytic conclusions when necessary.

INR has another essential role: assuring that intelligence activities are consistent with, and supportive of, our foreign policy and national security objectives. In this area too, INR is fortunate to have a staff of professionals who have special expertise and years of experience in often very technical areas. If confirmed, I look forward to working with these professionals to support the Secretary and Department in assuring that foreign policy concerns are a central consideration in Intelligence Community decisions and activities. I will also work with the relevant committees of Congress as they carry out their essential oversight roles.

Madam Chairman, I believe that, if confirmed, I would bring a set of skills and experience to the job of Assistant Secretary for Intelligence and Research that will add to the value of the bureau. While I have not previously served in a position in the Intelligence Community, I have had extensive and relevant experience in almost all aspects of INR's core functions. As a political, economic and biographic officer at embassies overseas, I have worked closely with analysts in the Intelligence Community to produce analytical products. In addition, I have myself produced analytic reports for policymakers, from assignments in embassies overseas as well as in Washington. This experience has given me a strong appreciation for the independence, intellectual rigor, experience and personal integrity that contribute to good analytical products. Having worked on policy matters in four geographic bureaus and on the

seventh floor of the department, I have a strong appreciation for how intelligence can best support diplomacy and its practitioners. This is INR's primary mission.

As a Charge d'affaires and two-time chief of mission, I have ensured that intelligence and law enforcement activities were carried out in support of foreign policy and national security objectives. Most recently, I have served as Coordinator for Implementation of United Nations Security Council Resolutions on North Korea, a job that requires analysis of intelligence information and close coordination with other IC members. My experience leading large and complex missions overseas, as well as managerial assignments at the State Department, have prepared me to lead this large bureau.

Madam Chairman, we live in a time of enormous foreign policy and national security challenges. On issues of war and peace, non-proliferation, climate change, and the economic and financial situation around the globe, our leaders need and deserve the very best information and analysis before making difficult decisions. If confirmed by the Senate, I look forward to working with you and your colleagues to make sure that happens.

Thank you.