

**Remarks as prepared for the Honorable Ronald S. Moultrie
Under Secretary of Defense for Intelligence and Security
At the House Armed Service Committee Hearing
Subcommittee on Intelligence and Special Operations
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FINAL SUBMITTED TO THE SUBCOMMITTEE

Chairman Gallego, Ranking Member Kelly, and distinguished members of the Subcommittee, it is a privilege to testify on the current posture of the Defense Intelligence and Security Enterprise in addressing the threats facing the United States of America, its allies, and partners.

The Department of Defense's intelligence and security professionals work every day to address the current and future threats facing our nation. On their behalf, I wish to thank the members of this Subcommittee for your continued support and partnership.

I am joined in my testimony today by Generals Nakasone and Berrier. They will provide you with a more comprehensive picture of how we support our warfighters as well as characterize the challenges we all face. The Department of Defense entrusts the Intelligence Community to respond to the threats you will hear about.

As the Under Secretary of Defense for Intelligence and Security, I am committed to strengthening and leveraging an integrated partnership between the Department of Defense and the Intelligence Community for the defense of our nation.

The United States is experiencing a period of rapid, profound, and dynamic change in the international landscape.

Although we have a strong national defense foundation, we know that without the much needed and continued investments in critical areas—including our intelligence and security portfolios—the Department risks eroding our competitive advantage over our rivals and adversaries.

It is our shared obligation to accelerate our Nation's advantage, act at the speed of relevance, and widen the gap between our capabilities and those of our competitors.

This is **a team effort**, and it **is** not and **cannot** be the work of any single organization.

We must work across the entire Defense Intelligence and Security Enterprise, which includes all the intelligence, counterintelligence, and security organizations within the Department of Defense.

Instead of revisiting the threat assessments provided by my colleagues, I would like to share with you how OUSD (I&S) plans to move forward.

Through our four “Big Plays,” we will optimize our efforts, deliver meaningful outcomes, and maintain our Nation’s strategic advantage. These Big Plays are:

- Providing an information and decision advantage to our leaders and warfighters;
- Operationalizing our partnerships within the Department, the interagency, and our allies and partners;
- Elevating security awareness and counterintelligence across the Department; and,
- Identifying, recruiting, training, and retaining a workforce capable of supporting the Department’s I&S requirements.

We are confident that focusing our efforts in these areas will enable us to meet Secretary Austin’s priorities, support our warfighters, and ensure our Nation’s security.

We are also confident that the upcoming budget will reflect the requirements of the new National Defense Strategy and the National Security Strategy, and account for the resources that we need to implement these strategies.

The Department develops the Military Intelligence Program—or the MIP—with input from the Director of National Intelligence. Together, we align and synchronize national and defense intelligence capabilities, while avoiding unintentional duplication.

Last year, the President’s \$715 billion-dollar defense budget request included \$23.3 billion for MIP. We believe that the resources requested in this year’s budget will provide another opportunity to ensure our nation’s strategic advantage.

Among my responsibilities is to provide oversight to the defense intelligence enterprise, including reform of existing programs and the start of new initiatives.

My focus is on supporting DoD decision makers and warfighters so they can fulfill their responsibilities.

Today, the Department is critically focused on responding to Russia's further invasion of Ukraine. During the Russian military buildup on the borders of Ukraine, the United States increased intelligence sharing with Ukraine, our NATO allies, and our key partners. The Department continues its support of a free and democratic Ukraine while minimizing the potential for further escalation.

We are ready, willing, and eager to discuss these efforts in closed session so that you can see how valuable and successful our intelligence efforts have been.

While focused on the immediate crisis, the Department must continue to lead in the 21st century information environment by adapting to:

- technological change;
- proliferation of global threats; and
- the changes in the velocity and volume of data.

We continue to shift our strategy to focus on our pacing challenge. We do so with an emphasis on performing at a speed and scale that exceeds that of our threats, while fine tuning our execution.

Consistent with the recommendations of the Government Accountability Office in its May 2021 report regarding OUSD(I&S) oversight, we are taking the following actions to clarify and update our Enterprise governance and oversight frameworks:

- Revising policy and strategic guidance to establish clear expectations for oversight;
- Codifying management roles and responsibilities to enable effective governance at the component level;
- Developing and incorporating a process to track and oversee enterprise performance and enhance accountability; and

- Establishing efficiencies in governance structures and processes to enable effective prioritization and oversight.

Beyond enhancing our governance of the DIE, we are also focused on improving our program management efforts.

For example, the Algorithmic Warfare Cross Functional Team (AWCFT, aka Project Maven) is DoD's Artificial Intelligence/Machine Learning pathfinder for Defense Intelligence. It delivers current, state-of-the-art software and data capabilities to partnered warfighters and battlefield commanders.

Through rapid contracting and improved budgetary authorities, Project Maven worked with front line units, Services, and Combatant Commands to deliver operational capability using a field-to-learn approach. This has enabled rapid development of new capabilities at the speed of relevance to the front lines.

Recognizing Project Maven's success, the DoD has proposed transitioning the capability to NGA in FY23. This transition will amplify the reach and capacity of AI within the Defense Intelligence Enterprise, delivering a critical capability that will significantly increase our ability to operationalize GEOINT collection to meet future warfighter needs.

In these and other areas, the Department will align its defense posture with the budget, matching resource to strategy, strategy to policy, and policy to the will of the people.

The defense strategy aligns with our national priorities and creates synergy with the global efforts of our key partners and allies. At no time in recent history has this global cooperation been more important.

I wish to thank the Subcommittee for its leadership in critical national security issues, which is vital to our ongoing efforts. Thank you for the opportunity to testify today, and I look forward to your questions.