

**Advance Questions for Lieutenant General Keith Alexander, USA
Nominee for Commander, United States Cyber Command**

1. Defense Reforms

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and clearly delineated the operational chain of command and the responsibilities and authorities of the combatant commanders, and the role of the Chairman of the Joint Chiefs of Staff. They have also clarified the responsibility of the Military Departments to recruit, organize, train, equip, and maintain forces for assignment to the combatant commanders.

1a) Do you see the need for modifications of any Goldwater-Nichols Act provisions?

(U) The integration of joint capabilities under the Goldwater-Nichols Act has been a remarkable achievement. Our military forces are more interoperable today than they ever have been in our nation's history. I do not see a need to modify the Goldwater-Nichols Act at this time.

1b) If so, what areas do you believe might be appropriate to address in these modifications?

2. Duties

2a) What is your understanding of the duties and functions of the Commander, U. S. Cyber Command?

(U) In accordance with SECDEF guidance of June 23, 2009, the Commander, U.S. Cyber Command is responsible for executing the specified cyberspace missions detailed in Section 18.d.(3) of the Unified Command Plan (UCP) as delegated by the Commander, U.S. Strategic Command to secure our freedom of action in cyber space and mitigate the risks to our national security that come from our dependence on cyberspace and the associated threats and vulnerabilities. Subject to the Commander, U.S. Strategic Command delegation and in coordination with mission partners, specific missions include: integrating cyberspace operations and synchronizing warfighting effects across the global security environment; providing support to civil authorities and international partners; directing global information grid operations and defense; executing full-spectrum military cyberspace operations; serving as the focal point for deconfliction of DOD offensive cyberspace operations; providing improved shared situational awareness of cyberspace operations, including indications and warning; and providing military representation to U.S. national agencies, U.S. commercial agencies, and international agencies for cyberspace matters.

2b) What background and experience do you possess that you believe qualifies you to perform these duties?

(U) I am deeply honored that the President nominated me to be the first Commander of U.S. Cyber Command. Over the past three decades, I have served in a wide variety of Joint and Army positions, including 15 years in command, that have prepared me well for the challenges ahead if confirmed by the U.S. Senate.

(U) First, I have 35 years in the profession of arms, serving in various command, staff and intelligence positions in the military. I have served as the Deputy Chief of Staff of Intelligence, Headquarters, Department of the Army; Commanding General of the US Army Intelligence and Security Command; Director of Intelligence, United States Central Command; and Deputy Director for Requirements, Capabilities, Assessments and Doctrine, J-2, for the Joint Chiefs of Staff.

(U) Second, my experiences and knowledge gained over the last four and a half years serving as Director, National Security Agency, Chief, Central Security Service and Commander, Joint Functional Component Command-Network Warfare (JFCC-NW) have been instrumental in preparing me for the challenges of this new complex warfighting domain that is cyberspace. NSA's cryptologic work in SIGINT/Computer Network Exploitation, Information Assurance and Network Threat Operations is second to none and foundational to our future success in the cyber domain. I have personally championed NSA's work and learned a great deal from the outstanding professionals at NSA/CSS. Over the last four and a half years, I have also forged important partnerships with both our allies and with industry to strengthen the defense of our collective networks. Furthermore, my assignment as the Commander, JFCC-NW, including operational control over Joint Task Force-Global Network Operations (JTF-GNO) for the past 18 months, has provided me with the experience, particularly in the realm of deliberate and crisis action planning, to ensure the effective execution of cyberspace responsibilities as directed by the SECDEF through Commander, U.S. Strategic Command.

(U) Finally, I believe my academic background has intellectually prepared me for the challenges of high-level command and complex environments. I have Masters of Science degrees in Business Administration, Systems Technology (Electronic Warfare) and Physics, as well as National Security Strategy.

2c) If confirmed as the Commander of U.S. Cyber Command, would you have command of or exercise operational control of the Defense Information Systems Agency's and military services' communications networks?

(U) If confirmed as Commander, U.S. Cyber Command, I will be responsible for directing the operation and defense of DOD's military information networks as specified in the Unified Command Plan (UCP) and as delegated by Commander, U.S. Strategic Command. I will execute this mission through each of the Service Network Operations and Security Centers (NOSC). I will not exercise command or operational control over the Defense Information Systems Agency communications networks. DISA will continue

to be responsible for acquiring, engineering and provisioning enterprise infrastructure to assure the availability of military information networks. As a Combat Support Agency, DISA will maintain a close working relationship with U.S. Cyber Command, providing expertise on the networks, communications and computing infrastructure operated by DISA through both a DISA Field Office and a DISA Support Element.

2d) As a career intelligence officer, what experience do you have that qualifies you to command these networks and to command military forces and military operations?

(U) Answer provided in the classified supplement.

2e) Do you believe that there are any steps that you need to take to enhance your expertise to perform the duties of the Commander, U. S. Cyber Command?

(U) I fundamentally believe that there is always something to be learned to enhance my expertise in this very complex and dynamically changing domain. If confirmed, I will engage with Combatant Commanders to understand better how U.S. Cyber Command can best support and help meet their operational missions. Additionally, I would engage with key officials and personnel within the Executive and Legislative branches of the United States government, senior military leaders, and leaders throughout the Intelligence Community in order to identify, assess, and mitigate the cyber threats we face.

2f) Is there a precedent for a career intelligence officer to serve as a Combatant Commander?

(U) I know of no career intelligence officers who have previously served as either a Combatant or Sub-Unified Commander. However, two former Directors of the National Security Agency, General Lew Allen and Admiral Noel Gayler, served with great distinction as the Chief of Staff, US Air Force and Commander, U.S. Pacific Command, respectively.

3. Relationships

Section 162(b) of title 10, United States Code, provides that the chain of command runs from the President to the Secretary of Defense and from the Secretary of Defense to the commanders of the combatant commands. Other sections of law and traditional practice, however, establish important relationships outside the chain of command. Please describe your understanding of the relationship the Commander, U. S. Cyber Command, will have to the following officials:

3a) The Secretary of Defense

(U) Pursuant to title 10, U.S.C., section 164, subject to the direction of the President, the Commander, U.S. Strategic Command, performs duties under the authority, direction,

and control of the Secretary of Defense and is directly responsible to the Secretary for the preparedness of the command to carry out missions assigned to the command. As a sub-unified command under the authority, direction, and control of the Commander, U.S. Strategic Command, U.S. Cyber Command will be directly responsible to the Secretary of Defense through the Commander, U.S. Strategic Command. If confirmed, I will work closely with the Secretary in coordination with Commander, U.S. Strategic Command, on matters of strategic importance.

3b) The Deputy Secretary of Defense

(U) In accordance with title 10, U.S.C., section 132, the Deputy Secretary of Defense will perform such duties and exercise powers prescribed by the Secretary of Defense. The Deputy Secretary of Defense will act for and exercise the powers of the Secretary of Defense when the Secretary is disabled or the office is vacant. If confirmed, I will work closely with the Deputy Secretary, in coordination with Commander, U.S. Strategic Command, on matters of strategic importance.

3c) The Director of National Intelligence

(U) The Intelligence Reform and Terrorist Prevention Act of 2004 established the Director of National Intelligence to act as the head of the Intelligence Community, principal advisor to the President, National Security Council, and Homeland Security Council on intelligence matters pertaining to national security, and to oversee and direct the implementation of the National Intelligence Program. Pursuant to title 50, U.S.C., section 403, subject to the authority, direction, and control of the President, the Director of National Intelligence is responsible to coordinate national intelligence priorities and to facilitate information sharing among the Intelligence Community. If confirmed, I will work closely with the Commander, U.S. Strategic Command and through the Secretary of Defense to coordinate and exchange information with the Director of National Intelligence as needed to ensure unified effort and the leveraging of available synergies within the Intelligence Community to support matters of national security.

3e) The Under Secretary of Defense for Policy

(U) Title 10, U.S.C. and current DOD directives establish the Under Secretaries of Defense as the principal staff assistants and advisors to the Secretary of Defense regarding matters related to their respective functional areas. Within these areas, the Under Secretaries exercise policy and oversight functions, and in discharging their responsibilities, the Under Secretaries may issue instructions and directive memoranda that implement policy approved by the Secretary. If confirmed, I look forward to working with the Under Secretary of Defense for Policy, in coordination with Commander, U.S. Strategic Command, on all policy issues that affect U.S. Cyber Command operations.

3f) The Under Secretary of Defense for Intelligence

(U) Title 10, U.S.C. and current DOD directives establish the Under Secretaries of Defense as the principal staff assistants and advisors to the Secretary of Defense regarding matters related to their respective functional areas. Within these areas, the Under Secretaries exercise policy and oversight functions and, in discharging their responsibilities the Under Secretaries may issue instructions and directive memoranda that implement policy approved by the Secretary. If confirmed, I look forward to working with the Under Secretary of Defense for Intelligence, in coordination with Commander, U.S. Strategic Command, on matters in the area of U.S. Cyber Command's assigned responsibilities.

3g) The Under Secretary of Defense for Acquisition, Technology, and Logistics

(U) Title 10, U.S.C. and current DOD directives establish the Under Secretaries of Defense as the principal staff assistants and advisors to the Secretary of Defense regarding matters related to their respective functional areas. Within these areas, the Under Secretaries exercise policy and oversight functions and, in discharging their responsibilities the Under Secretaries may issue instructions and directive memoranda that implement policy approved by the Secretary. If confirmed, I look forward to working with the Under Secretary of Defense for Acquisition, Technology, and Logistics, in coordination with Commander, U.S. Strategic Command, on matters in the area of U.S. Cyber Command's assigned responsibilities.

3h) The Assistant Secretary of Defense for Networks and Information Integration

(U) Under the authority of Department of Defense Directive 5144.1 and consistent with Titles 10, 40, and 44, U.S.C., the Assistant Secretary of Defense for Networks and Information Integration (ASD(NII)) serves as the DOD Chief Information Officer (CIO) and is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary of Defense on networks and network-centric policies and concepts; command and control (C2); communications; non-intelligence space matters; enterprise-wide integration of DOD information matters; Information Technology (IT), including National Security Systems (NSS); information resource management (IRM); spectrum management; network operations; information systems; information assurance (IA); positioning, navigation, and timing (PNT) policy, including airspace and military-air-traffic control activities; sensitive information integration; contingency support and migration planning; and related matters. Pursuant to chapter 113, subchapter III of 40 U.S.C., the ASD(NII)/DOD CIO has responsibilities for integrating information and related activities and services across the DOD. If confirmed, I look forward to working with the Assistant Secretary of Defense for Networks and Information Integration through the Secretary and Deputy Secretary of Defense and Commander U.S. Strategic Command on matters in the area of U.S. Cyber Command's assigned responsibilities.

3i) The Assistant Secretary of Defense for Homeland Defense

(U) The Assistant Secretary of Defense for Homeland Defense executes responsibilities including overall supervision of the homeland defense activities of the DOD while

serving under the Under Secretary of Defense for Policy. Any relationship the Commander, U.S. Cyber Command requires with the Assistant Secretary of Defense for Homeland Security would exist with and through the Under Secretary of Defense for Policy. If confirmed, I look forward to working with the Assistant Secretary of Defense for Homeland Defense in concert with Commander, U. S. Strategic Command, Commander, U.S. Northern Command, and Commander, U.S. Pacific Command on related national security issues.

3j) The Chairman of the Joint Chiefs of Staff

(U) The Chairman is the principal military advisor to the President, National Security Council, and Secretary of Defense. Title 10, United States Code, Section 163 allows communication between the President or the Secretary of Defense and the Combatant Commanders to flow through the Chairman. By custom and tradition, and as instructed by the Unified Command Plan, I would normally communicate with the Chairman in coordination with the Commander, U.S. Strategic Command.

3k) The Secretaries of the Military Departments

(U) Under title 10, U.S.C., section 165, subject to the authority, direction, and control of the Secretary of Defense, and subject to the authority of the combatant commanders, the Secretaries of the Military Departments are responsible for administration and support of forces that are assigned to unified and specified commands. The authority exercised by a sub-unified combatant commander over Service components is quite clear but requires close coordination with each Secretary to ensure that there is no infringement upon those lawful responsibilities which a Secretary alone may discharge. If confirmed, I look forward to building a strong and productive relationship with each of the Secretaries of the Military Departments in partnership with Commander, U.S. Strategic Command.

3m) The Chiefs of Staff of the Services

(U) The Service Chiefs are charged to provide organized, trained, and equipped forces to be employed by combatant commanders in accomplishing their assigned missions. Additionally, these officers serve as members of the Joint Chiefs of Staff and as such have a lawful obligation to provide military advice. Individually and collectively, the Service Chiefs are a tremendous source of experience and judgment. If confirmed, I will work closely and confer regularly with the Service Chiefs.

3n) The Combatant Commanders and specifically the Commanders of U.S. Strategic Command and U. S. Northern Command

(U) U.S. Cyber Command is a subordinate unified command under U.S. Strategic Command. The Commander, U.S. Cyber Command will have both supported and supporting relationships with other combatant commanders, largely identified within the Unified Command Plan, the Joint Strategic Capabilities Plan, execute orders and operation orders. In general, the Commander, U.S. Cyber Command will be the

supported commander for planning, leading, and conducting DOD defensive cyber and global network operations and, in general, is a supporting commander for offensive missions. Specific relationships with Commander, U.S. Northern Command will be delineated by the SECDEF or the President in execute and/or operation orders. If confirmed, I look forward to working with the combatant commanders to broaden and enhance the level and range of these relationships.

3p) The Director of the Defense Information Systems Agency

(U) The Defense Information Systems Agency (DISA) is a DOD combat support agency that provides command and control capabilities and enterprise infrastructure to continuously operate and assure a global net-centric enterprise in direct support to joint war fighters, National-level leaders, and other mission and coalition partners across the full spectrum of operations. Commander, U.S. Cyber Command must maintain a close relationship with the Director, DISA to coordinate and represent requirements in this mission area, in order to accomplish U.S. Strategic Command delegated UCP missions. To this end, LTG Pollett, the current Director of DISA, has committed to providing both a DISA Field Office (DFO) as well as a DISA support element (DSE) unique to U.S. Cyber Command. If confirmed, I will continue to work closely with the Director of DISA on matters of shared interest and importance.

4. Oversight

The duties of the Commander, U.S. Cyber Command will include conducting integrated intelligence collection and offensive and defensive operations in cyberspace. However, the resourcing, planning, programming and budgeting, and oversight of these three basic activities is fragmented within the Department of Defense (DOD), the executive branch as a whole, and within Congress. Multiple elements within the Office of the Secretary of Defense and the Joint Staff have responsibilities for one or more of the missions of Cyber Command. The same is true for the Secretary of Defense and the Director of National Intelligence, as well as the Armed Services and Intelligence Committees in Congress. The single point of confluence would be the Commander of Cyber Command, dual-hatted as the Director of the National Security Agency (NSA).

4a) How do you anticipate that the Department will ensure the necessary degree of coordination and timely decision-making across the Department to guide the operations and resourcing of Cyber Command?

(U) Through the Secretary of Defense's policy initiatives for cyberspace operations and implementation guidance concerning national security directives, the Department will ensure the necessary degree of coordination and timely decision-making across the Department to guide the operations and resourcing of U.S. Cyber Command. If confirmed, I envision that the Department will retain its commitment to close

