

**Opening Statement before the Senate Banking Committee**  
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Thank you Chairman Crapo, Ranking Member Brown, and distinguished Members of the Committee. I am honored to have this opportunity to appear before you today, and am grateful to the President and the Secretary of Commerce for their confidence in me to serve in this capacity. I would like to acknowledge and thank the members of my family who are joining us, as well as the many friends in the room. Their support means a great deal to me. I would also like to acknowledge the memory of Senator Warren Rudman, who was a boss, mentor and friend. His example of fidelity to the country, to his colleagues, and to the Constitution still stands as guiding principles in my own life.

Everyone in America is familiar with the Boston Tea Party. But you would have to hail from New Hampshire as I do to have any idea of the Pine Tree Riot. Briefly, the Pine Tree Riot was a pre-revolutionary protest in New Hampshire against the British Crown's attempt to regulate the colonial pine tree trade. This is significant because these mighty pine trees made the best ships' masts, and the King reserved them for the Royal Navy, allowing Great Britain to project power all over the world. The colonists rejected this intrusion into their economy and livelihoods, and the Pine Tree Riot was one of several incidents that led the way to Revolution.

Why this obscure history lesson? Those pine trees were the turbofan engines of their day – technology that was vital both to national security and civilian commerce. The Crown's behavior was in effect an export control – one that didn't work out very well for the King. The point is the need to weigh the national security implications of our technology trade has been with us since before we were a nation.

The position to which I have been nominated sits at the intersection where national security, technology, and the economy meet. Never has this juncture been more critical. The number and nature of the threats facing our nation – from state and non-state actors alike – has grown. Meanwhile, the pace of technology has not only accelerated dramatically - it has shifted. The national security establishment once led areas of technology development that are now driven by the commercial sector. The responsibility for eliminating the vulnerabilities to our nation presented by these dynamic shifts - while encouraging robust trade in the technology sector - rests squarely with the Bureau of Industry and Security. The workload at BIS – which has increased and will continue to do so – further reflects these trends.

Both my desire and readiness to serve in this capacity is a product of a career spent advancing key elements of this mission. Early in my career as a Senate staffer, I was privileged to work on issues concerning technology transfer – both illicit and inadvertent – to adversary nations. It is noteworthy that the global parties of concern at that time - specifically China, the Soviet Union, and Iran - occupy more or less the policy priorities BIS faces today. After more than two decades of

experience in the aerospace industry, where I was able to work on behalf of some of our nation's most advanced technology enterprises, the strictures of the U.S. export control regime were, and still are, well known to me. I understand better than most both the challenges and necessities associated with technology development, believing that our success as a nation is underpinned by our ability to remain ahead of our adversaries in this area, both commercially and strategically.

These experiences have imparted to me countless lessons that can help advance the critical mission of the Bureau, especially in these challenging times. Should I be honored with confirmation, I would look forward to working with you as we endeavor to meet these challenges.

Thank you again for the privilege of being with you today, and I look forward to your questions.