


Senate Commerce Committee Nominee Questionnaire, 116th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used): Pamela Ann Melroy
2. Position to which nominated: Deputy Administrator, NASA
3. Date of Nomination:
4. Address (List current place of residence and office addresses):

5. Date and Place of Birth: 9/17/61 – Palo Alto CA
6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Douglas W. Hollett

President Melroy & Hollett Technology Partners

Senior Advisor for Energy, Nova Systems Pty (casual employment)

Ryan W. Hollett, stepson, 38

7. List all college and graduate degrees. Provide year and school attended.

Wellesley College BA, Physics and Astronomy, 1983

MIT SM Earth and Planetary Science, 1984

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Massachusetts Institute of Technology 1983 - 84
Teaching assistant and research assistant, Earth and Planetary Science

United States Air Force: 1984 - 2007
Student pilot, KC-10 pilot
KC-10 aircraft commander (management)
KC-10 instructor pilot (management)
Student test pilot
Experimental test pilot (management, relevant to NASA aeronautics)
NASA pilot astronaut (management, relevant to NASA spaceflight)

NASA: 2007 - 2009
NASA pilot astronaut and Space Shuttle Commander (management, relevant to human space flight)
Deputy Project Manager, *Columbia* Crew Survival Investigation (management, relevant to space safety)
Branch Chief, Exploration (management, relevant to development of new spacecraft)

Lockheed Martin: 2009 - 2011
Director/Deputy Program Manager, Space Exploration Initiatives (management, development of new spacecraft Orion)

FAA: 2011 - 2013
Acting Deputy Associate Administrator (management, relevant to commercial spaceflight licensing and space policy)
Director of Field Operations (management, relevant to commercial Spaceflight licensing and safety)
Senior Technical Advisor (commercial spaceflight safety)

Defense Advanced Research Projects Agency (DARPA): 2013 - 2017
Deputy Director, Tactical Technology Office (management, oversight of aeronautics and space research portfolio)

Melroy & Hollett Technology Partners: 2017 – present

CEO – consultant on space technology and policy (clients below)

Nova Systems Pty Australia: 2018 – present (full time in 2018, now casual status)

Director, Space Technology and Policy (consultant on space technology and policy, advised during formation of Australian Space Agency)

9. Attach a copy of your resume. (attached)
10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

National Space Council User’s Advisory Group – chair, Technology and Innovation Subcommittee (2018 – present)

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

Melroy & Hollett Technology Partners CEO, (2017 – present)

Nova Systems Pty, Director of Space Technology and Policy (executive consultant), (2018 – present, currently on casual status)

Corporation boards and advisory groups:

Anthrotronix Corporation Board Director (2017 – present)

Myriota Pty Ltd Board Director (2019 – present)

Systems Planning and Analysis Board Director (2019 – present)

Lockheed Martin Technology Advisory Group (2018 – 2020)

BridgeComm Advisory Board Member (2019 – present)

Gilmour Space Technology, Advisory Board Member (2018 – 2020)

Flawless Photonics Advisory Board Member – (2021 – present)

Not-for profit boards and advisory groups:

Aerospace Corporation Board Director (2019 – present)

Australian Remote Operations for Space and Earth (AROSE)
Consortium Board Director (2020 – present)

National Academies Aeronautics and Space Engineering Board,
Member and Chair, 2019 – present

National Academies Space Technology Industry Government
University Roundtable, 2017 - 2019

Planetary Science Institute Board Director (2017 – 2019)

Wellesley College Trustee (2005 – 2017)

National Museum of the Air Force Foundation Trustee (2011 – 2014)

Association of Space Explorers Board member (2010 – 2013)

American Chamber of Commerce in Australia, South Australian
Board and member of Space Committee (2020 – present)

Consultant Clients:

Aerospace Corporation, Center for Space Policy and Strategy (2017 –
2019)

Systems Planning and Analysis (2017 – present)

Bryce Aerospace (2019 – present)

Johns Hopkins University, Applied Physics Laboratory (2017 – present)

Institute for Defense Analysis Science and Technology Policy Institute (2020 – present)

Google (2019 – 2020)

Alphasights (2020)

Draper Laboratory (2020)

Other:

International Astronautical Federation mentorship program, executive mentor

Brooke Owens Fellowship, mentor

Matt Isakowitz Fellowship, mentor

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

The Ninety Nines – member – (1986 to present)

Society of Experimental Test Pilots – Associate Fellow (1996 – present)

Association of Space Explorers (Member 2009 to present; Board director 2010 – 2013)

Women In Aerospace – member 2011 - present

American Institute of Aeronautics and Astronautics, Associate Fellow (2013 to present). Multiple committee memberships.

International Women's Forum, member – 2018 - present

University Club of DC – member, 2011 - present

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

No.

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

None.

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years.

4/7/2010 - \$500 for Gabby Giffords for Congress

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

AFROTC Scholarship for undergraduate
Member, Sigma Xi
Honorary PhD – Nazareth College
Honorary PhD – Iona College

Honorary PhD – Dominican University
AIAA Public Service Award
Flight Achievement Award, American Astronautical Society
Wellesley College Alumnae Achievement Award
NASA Distinguished Service Medal
NASA Outstanding Leadership Medal
NASA Spaceflight Medal
Secretary of Defense Medal for Outstanding Public Service
Defense Superior Service Medal 1OLC
Air Force Meritorious Service Medal 1OLC
Air Force Air Medal 1OLC
Air Force Aerial Achievement Medal 1 OLC
National Defense Service Medal with Bronze Star

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Publications:

Pamela Melroy, Roger Hall. In: Sachdev, D.K, editor. Recent Successful Satellite Systems: Visions of the Future, Library of Flight, pp. 189-198. <https://doi.org/10.2514/5.9781624104053.0189.0198> Copyright AIAA 2017.

Brian Mayeaux, John Olivas, Pamela Melroy, Darren Cone, and William Rochelle, "Material Behavior of Titanium in Space Entry Environments," 3rd AIAA Atmospheric Space Environments Conference. June 2011.

Brian Mayeaux, John Olivas, Pamela Melroy, and Darren Cone, "Study of Ti Alloy Combustion Susceptibility in Simulated Entry Environments," AIAA SPACE 2009 Conference & Exposition. September 2009.

Columbia Crew Survival Investigation Report, co-author. NASA/SP-2008-565. 2008.

Richard G. French, Pamela A. Melroy, Richard L. Baron, Edward W. Dunham, Karen J. Meech, and Douglas J. Mink. The 1983 June 15 Occultation by Neptune. II. The Oblateness of Neptune. The Astronomical Journal, Volume 90, Number 12, December 1985.
<https://www.researchgate.net/publication/258943935> The 1983 June 15 occultation by Neptune II - The oblateness of Neptune

R V. Stachnik ; P Melroy ; E F. McCormack ; D Arnold and D Y. Gezari. Multiple Spacecraft Michelson Stellar Interferometer, Proc. SPIE 0445, Instrumentation in Astronomy V, 358 (January 9, 1984);
doi:10.1117/12.966167; <http://dx.doi.org/10.1117/12.966167>

Speeches:

There are many public speeches I have given relative to spaceflight and my experiences as an executive and as an astronaut. The following is a list of speeches given in the last year:

Women in Aerospace International Women's Day Panel – 8 March 21

Woodside Energy International Women's Day – 1 March 21

AIAA Sci Tech Emerging technologies Plenary – 15 Jan 21

KID Museum Fundraising Event – 3 Dec 20

Space Café Podcast – Nov 20

The Virtual Astronaut Series – 23 Oct 20

The Australasian Institute of Mining and Metallurgy Thought Leadership Series – 15 Sep 20

Coalition for Deep Space Exploration Deep Space Podcast – 29 Sep 20

G'Day USA US – Australia Space Industry Exchange – 24 Sep 20

AIAA Ascendx Summit – Space Force and Space Command: Myths, Opportunities and Tech – 19 August 20

CSIRO Space Tech Symposium – 9 Sep 20

EmTech Asia – 4 Aug 20

AeroSpace Village at DEFCON – 9 Aug 20

Aviation Week Webinar on
Return of US Human Orbital Flight – 12 May 20

RMIT Global Leadership Forum – 5 May 20

Congressional Space Studies Series Lecture – 24 April 20

Symposium on Trust in SSA with Aerospace and GW School
Of Policy 9 March 20

American Chamber of Commerce in Australia, South Australia
3 Mar 20

CSIS Smart Women, Smart Power Event – 14 Jan 20

18. List digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an “alias” or “handle” you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

<https://www.facebook.com/pamela.melroy>

<https://www.linkedin.com/in/pamela-melroy-46a34121/>

<https://www.instagram.com/pammelroy/>

https://twitter.com/Astro_Pam

All accounts active

19. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

Testimony to Senate Commerce, Aviation and Space Subcommittee
May 14, 2019 on “The Emerging Space Environment: Operational,
Technical, and Policy Challenges”:

<https://www.commerce.senate.gov/services/files/2DFA5DA7-09D9-4DCB-A4FD-68AD510F668C>

Testimony to Senate Space, Science and Competitiveness
Subcommittee May 23, 2017 “Exploring How the Outer Space Treaty
will Impact American Commerce and Settlement in Space”:

https://www.commerce.senate.gov/public/_cache/files/32e313ff-7f40-4090-8769-aa1cdb9709cc/CDDF232F507496D22B29BCC26D58A000.col-pamela-melroy-testimony.pdf

Testified to same Senate Space, Science and Competitiveness
Subcommittee in June 20, 2012 in a government capacity when at the
FAA Office of Commercial Space Transportation:

<http://www.hq.nasa.gov/legislative/hearings/2012%20hearings/6-20-2012%20MELROY.pdf>

20. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I have over 35 years of leadership and supervisory experience, in the military, government, and industry. I have background and experience in each of the four mission areas of NASA – aeronautics, space technology, human spaceflight, and science, and deep understanding of how the agency operates. As a former astronaut I have extensive knowledge of the operations of the ISS, requirements for new space vehicles, and safety considerations. My program management experience includes large and small programs in industry and government, particularly in development. I have experience from DARPA setting technology and programmatic strategy from overseeing a large aeronautics and space research portfolio.

NASA does not operate in a vacuum, especially with the significant activities occurring in commercial space. I have space policy and

regulatory experience from the FAA's Office of Commercial Space Transportation, and understand how NASA and the FAA work together on programs like Commercial Cargo and Commercial crew. My experience at DARPA also exposed me to how NASA and the DoD work together both in the field at launch sites and with technology development.

I believe this is a thrilling time with many exciting programs happening at NASA. Importantly, the Artemis, Moon-to-Mars, and James Webb Telescope programs are absolutely critical to maintaining NASA's leadership in human space flight and exploration. I believe that it is essential to have the right oversight of these programs for the most effective performance in safety, cost, and schedule. I am passionate about the agency and its mission, and I wish to serve as Deputy Administrator, supporting the Administrator, providing oversight, and guiding the next generation of the wonderful NASA employees that are so dear to me.

21. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

As Deputy Administrator, it will be my responsibility to work closely with the CFO, Chief of Staff, Center Directors and the Associate Administrator to ensure rigorous standards of personnel and financial management are upheld throughout the agency. I have been a supervisor for over 35 years and have run organizations of more than 350 people and oversight of more than \$550M a year in budget.

22. What do you believe to be the top three challenges facing the department/agency, and why?

Defining the cost and schedule for Moon-to-Mars. The challenge is to identify and stay focused on those requirements that ensure safety and mission success, particularly what must be accomplished on the Moon prior to going to Mars.

Program management. Increasingly NASA is engaging with non-traditional industry (such as start ups) when goals are aligned. However, incentivizing industry is no longer only about traditional cost plus

incentive fee contracts. There are many contractual approaches that scale oversight and incentivize performance, and NASA must effectively take advantage of these methods.

Looking ahead to the end of the International Space Station, where will NASA perform microgravity science? Is commercial industry ready to take on a private space station, and how can NASA help?

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

My arrangements, agreements, and other dealings are described in my Public Financial Disclosure report which the U.S. Office of Government Ethics will provide to the Committee.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

No.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

In connection with the nomination process, I have consulted with NASA ethics officials and the Office of Government Ethics to identify any potential conflict of interest. Any potential conflict of interest will be resolved according to the terms of the ethics agreement that I have entered into with NASA's Designated Agency Ethics Official, and I understand will be provided to this Committee. I am not aware of any potential conflict of interest other than those identified in my ethics agreement. In the event that an actual or potential conflict of interest

arises during my appointment, I will consult with NASA's ethics officials and take the actions necessary to resolve the conflict.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

Any potential conflicts of interest have been identified in my ethics agreement, which will be provided to the Committee, and will be resolved in accordance with the terms of that ethics agreement.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

I am not aware of any other potential conflicts of interest that may arise other than those identified in my ethics agreement. However, should a conflict arise during my appointment, I will consult with NASA's ethics officials and take the actions necessary to resolve the conflict.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

None.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special

Counsel, professional association, disciplinary committee, or other professional group? If yes:

- a. Provide the name of agency, association, committee, or group;
- b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
- c. Describe the citation, disciplinary action, complaint, or personnel action;
- d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

No.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

No.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes, I look forward to working with Congressional members and committee staff.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes.


4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes.


(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Pamela A. Melroy being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.


Signature of Nominee

Subscribed and sworn before me this 2nd day of April, 2021.


Notary Public

