

**Testimony of Marjorie Rollinson**  
**Nominee to be the Chief Counsel for the Internal Revenue Service**  
**Nomination Hearing before the Senate Finance Committee**  
**September 28, 2023**

Chairman Wyden, Ranking Member Crapo, and Members of the Committee, I am honored to be here today as the nominee for Chief Counsel for the Internal Revenue Service. I want to thank the Committee for considering my nomination and also the President for placing his confidence in me.

I could not be here today without the support and encouragement of my entire family, most especially of Harry, my husband of 36 years, my daughters Emma and Claire, and my mother. They always inspire me to be and do my best.

I grew up in the DC area, surrounded by dedicated public servants. From a young age, I learned the importance and dignity of hard work done well. My mother, who raised me and my three sisters, founded a nursery school. (I was in her first class.) She worked there until she retired almost 40 years later and helped hundreds of children during the most critical phase of their development. My husband, Harry, spent over half of his career teaching in Virginia public schools. Knowing just how wonderful he is as a father, I can appreciate the tremendous impact he had on the lives of his students.

The example of my many friends and family in public service is what is calling me out of retirement today, in hopes of becoming the IRS Chief Counsel. This is a critical time for the IRS. The agency has lacked adequate resources for decades, but with increased funding, the IRS can develop into a world class service organization and promote a fairer tax system. The IRS also is at the forefront of implementing a substantial number of recent tax law changes. These efforts require tireless work from the Office of Chief Counsel, and I am eager to lead those efforts.

My technical tax expertise and leadership experience from time in both the private and public sectors have prepared me to help the IRS meet these challenges. I spent most of my career at Ernst & Young, where I had many wonderful mentors who taught me valuable lessons about leadership, collaboration, and serving with integrity. I also had the privilege of spending more than five years at the Office of Chief Counsel. There, I saw employees who exhibited a deep commitment to integrity and a profound dedication to the mission. Treating taxpayers fairly was at the core of everything Chief Counsel employees did, and it would be the capstone of my career to serve alongside them again, if I am privileged to be confirmed.

Throughout my career, I have learned that being a successful leader means drawing on the expertise of my staff, making sure everyone understands the mission, and always celebrating successes. I deeply enjoy technical tax work, but what I find most rewarding is motivating staff to produce exceptional results and reach their goals.

I look forward to answering your questions and, if confirmed, to being a close partner to this Committee and the Congress.