

**Statement of Deborah Wince-Smith
To Be a Member of the Internal Revenue Service Oversight Board,
U.S. Department of Treasury**

**Senate Finance Committee
November 14, 2006**

Chairman Grassley, Ranking Member Baucus, and Members of the Committee on Finance, I thank you for the opportunity to appear before you as you consider my nomination to become a member of the IRS Oversight Board. I am truly honored President Bush nominated me to this important position. If confirmed, I look forward to working with the Congress and the Administration to support the Board's statutory mission to provide strategic guidance and oversight to the operations of the Internal Revenue Service and strengthen the nation's tax system.

I am the President of the U.S. Council on Competitiveness, a 501(c)(3), non-profit, non-partisan membership organization that brings together CEOs, university presidents, and labor leaders committed to improving U.S. productivity growth, success in global markets, and ensuring a rising standard of living for all Americans. Currently celebrating its twentieth anniversary, the Council's agenda is focused on strengthening the nation's innovation capacity in both the private and public sectors and ensuring that the U.S. remains the global leader in 21st century innovation - the sustainable driver for high value investment, economic growth, and national and regional prosperity. This November, the Council will release its flagship Competitiveness Index, entitled "Where America Stands" benchmarking U.S. economic performance against global competitors and addressing key factors shaping America's future global competitiveness.

I also serve on a number of public and private sector Boards of Directors and national policy committees, including the Board of Directors of the NASDAQ Stock Market, the Board of Governors of Argonne National Laboratory, and the University of California's President's Council for the Department of Energy's Los Alamos and Lawrence Livermore National Laboratories. The corporate governance systems for these large, complex organizations in both the public and private sectors encompass diverse fiduciary and oversight responsibilities, such as strategic direction, budget and audit, executive

management, compensation, technology development, and operational risk. As a Director, I am committed to the highest standards of ethics, transparency and accountability.

Prior to 1993, I was privileged to serve in the U.S. Government for seventeen years. I began my career as a federal employee at the National Science Foundation and in 1984 was detailed to the White House Office of Science and Technology Policy. In 1989, President George H.W. Bush appointed me to serve as the first Assistant Secretary for Technology Policy in the Department of Commerce Technology Administration. Trained as an anthropologist and classical archaeologist, I am a Phi Beta Kappa graduate of Vassar College and earned the equivalent of a U.S. Master's degree from King's College, Cambridge University.

If confirmed, I will draw upon my diverse expertise and executive management experience, in both government and the private sector, to support the efficient and effective management of the IRS - an agency central to US government operations, financial stability, and the efficacy of our nation's tax system.

As set forth in the Restructuring and Reform Act this Committee enacted in 1998, the Oversight Board plays a critical function in ensuring that the IRS' strategic management goals, operational efficiency, and cost-effective execution align with its mission to implement and enforce the nation's tax revenue laws and regulations. Integral to this mission, in my view, is the need for the IRS to accelerate its delivery of best in class customer service to all taxpayers - making the twin pillars of "customer service and compliance" hallmarks of excellence for our nation's tax system.

If confirmed, I pledge to work on behalf of the American people to fulfill my duties as a member of the Oversight Board. The interests of all American taxpayers will be served by a strong and engaged Oversight Board and an IRS that embraces innovation in its operations and culture. Thank you, Chairman Grassley, Ranking Member Baucus, and all the members of the committee for this opportunity to be here today, and I welcome your questions.