



## GEORGETOWN LAW

Julie Rose O'Sullivan  
Professor of Law

May 7, 2013

The Honorable Patrick Leahy  
Chairman  
Committee on the Judiciary  
United States Senate  
224 Dirksen Senate Office Building  
Washington, DC 20510

Sent Via Fax: 202-224-9516

Re: Nomination of B. Todd Jones as ATF Director

Dear Chairman Leahy:

I have the honor of submitting a letter in enthusiastic support of B. Todd Jones' confirmation as Director of the ATF. By way of background, I have been a professor at Georgetown University Law Center for 18 years, and just stepped down as the Associate Dean for the J.D. Program. Before joining academia, I served on the Whitewater Investigation in Little Rock, AR, was an Assistant U.S. Attorney in the U.S. Attorneys Office for the Southern District of New York, and was a defense lawyer at Davis Polk & Wardwell. My most relevant credential for present purposes is my service as the reporter for the U.S. Sentencing Commission's Ad Hoc Advisory Committee on the Organizational Sentencing Guidelines—a Committee which Todd Chaired.

Todd is—undeniably—an extraordinarily smart and thoughtful lawyer. It would be exceedingly difficult, if not impossible, to find another candidate with his breadth of experience and achievement. Perhaps more important, he is a truly gifted and effective leader and administrator.

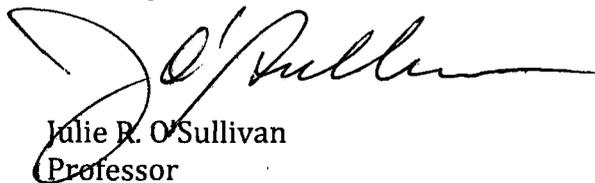
The Ad Hoc Advisory Committee was made up of a very diverse and strong-willed group of professionals. Our membership included not only defense lawyers and prosecutors, but also ethics experts, compliance personnel, and academics. All were very accomplished, busy people with deeply-held, and often conflicting, views. We were tasked with reviewing the operation of the organizational sentencing guidelines over the ten years they had been in force and suggesting revisions. This was quite a wide-ranging task but, just after we commenced our work, the dot-com bubble burst and a variety of accounting scandals broke, meaning that our mission became a much more complicated and high-profile endeavor.

Todd was a brilliant Chair—he “guided” us through our two years of work and, under his leadership, we timely delivered a lengthy report and detailed suggested revisions that were adopted, virtually verbatim, by the Sentencing Commission. Todd worked backwards from the goal to create a manageable schedule of fact-finding and hearings. He has a rare (for a lawyer) people sense and deftly and constantly brought us together to work civilly and constructively toward defined goals. We were buffeted by various interest groups, and consensus sometimes seemed impossible. But Todd always kept us on task, focused like a laser on finding the *right* answer—from a practical point of view as well as a matter of policy—regardless of outside pressures or lobbying. And people did rise to the challenge he presented. I used to tease him about his Marine Corps experience coming in handy in herding this particular group of cats, and he did use his command of the room to bring us back to task occasionally. But, now that I have had a turn in management, I recognize that his effectiveness principally sprang from his willingness to do pre-meeting personal outreaches, his definition of manageable goals for each gathering, and his extensive preparation for each call, each meeting, each hearing—in other words, all the hard work of effective management. Todd’s personal charisma—and truly inspiring commitment to excellence—didn’t hurt either.

In sum, Todd has both the professional background *and* the leadership and management skills to be an unqualified success as Director. Indeed, I cannot think of anyone I would recommend more highly for this position of trust.

Please feel free to contact me with any questions or concerns you may have.

Best regards,

A handwritten signature in black ink, appearing to read "Julie R. O'Sullivan". The signature is fluid and cursive, with a large initial "J" and "O".

Julie R. O'Sullivan  
Professor  
Georgetown Univ. Law Center