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Department of Defense

Chairman Inhofe, Ranking Member Reed, and distinguished members of the Committee, thank you for the opportunity to appear before you today and for your consideration of my nomination to be the Deputy Under Secretary of Defense for Intelligence and Security.

I appreciate the trust and confidence that President Trump and Secretary Esper have placed in me and am truly grateful for the opportunity to serve again, if confirmed.

My journey to this hearing room today began with lessons learned in my family at an early age – the value of service and love of our country. My grandfather was a sailor in the Pacific during WW-II. My father and uncle both were both Naval officers, a P-3 pilot and a Submariner. My brother Brian is an active duty Marine Officer and F-35 pilot, who himself married a Marine Naval Flight Officer. My other brother Michael and his wife are both DoD civilians serving the Navy. For three generations, my family has sworn to protect and defend the Constitution, as I myself have had the honor to do multiple times.

Each chapter of my career has helped to uniquely prepare me for this role. As a Special Forces Officer, I was both a consumer and collector of intelligence. Down range, I saw firsthand how timely and accurate intelligence affects the fidelity of military strategy, operations, and risk to force. As a Senior Director on the National Security Council staff, I had an opportunity to work closely with the interagency to coordinate government-wide efforts enhancing our collective security. In this role, I was reminded daily how essential integrated intelligence is to supporting national policymaking and implementation. And now, as a leader on the Boston Consulting Group (BCG) North American public sector team, I work to bring commercial best practices to government problems.

I approach my nomination with a clear focus on the criticality of defense intelligence and security efforts in support of the National Defense Strategy. These efforts are essential to ensure that the United States retains its strategic advantage in the competitive and contested environments we face today.

The foundational military intelligence necessary to inform great power competition and the technology environment in which it will occur is paramount. With program costs to meet these threats incredibly high and the cost of misallocation even higher, the premium on intelligence informing prudent investment and acquisition is at an all-time level.

Furthermore, as malign activity from adversaries short of armed conflict continues to rise, the timely and accurate intelligence required to inform leaders and warfighters alike in response is critical.

Lastly, ensuring we are fully leveraging and protecting our national security innovation base will remain a significant imperative. The Defense Intelligence and Security Enterprise must continue aggressively seeking commercial partnerships to retain our innovation advantage while at the same time protecting this advantage against a growing range of adversarial attempts to infiltrate and undermine our sources of strength.

If confirmed, I look forward to supporting these crucial efforts as well as serving the men and women of the Defense Intelligence and Security Enterprise.

In closing, I am committed to working closely with this committee and other committees of jurisdiction to provide the information needed to carry out oversight responsibilities.

Thank you for your time today, and consideration of my nomination. I look forward to your questions.