

Chairman Wicker, Ranking Member Reed, and esteemed members of the Committee:

Thank you for the opportunity to appear before you today, and for your consideration of my nomination to serve as the Director of Operational Test and Evaluation. I am deeply honored by this opportunity and grateful to President Trump and Secretary Hegseth, for their confidence in me. I am also grateful to Vice Chairman Wittman for his generous introduction.

We have the best trained, best equipped, most capable warfighting force in the world. Yet, technological innovation stands to reshape the character of conflict and technological mastery is becoming as decisive as traditional force. In this era, strength, dominance will no longer be measured exclusively by the size of a fleet or the range of a missile, but also by the coherence of our response, by the confidence we place in our systems, and by the speed with which we can turn emerging technologies into operational readiness. In such a landscape, Operational Test and Evaluation should not merely validate programs. It should accelerate advantage. Our warfighters are incredibly innovative. They do not need perfection. They need confidence in the capabilities of their gear, where it works and where it doesn't work. Operational Test and Evaluation is where that confidence is forged and where the range of the possible is established.

If confirmed, I will lead with the conviction that Operational Test and Evaluation must be both independent and rigorous, driven by warfighting relevance, but also agile and forward-leaning, enabled by the tools and methods of the 21st century. To meet the moment, we must modernize and streamline how we test, how we model, and how we integrate Operational Test and Evaluation across the acquisition lifecycle.

I bring to this role the breadth of experience and the technical depth required to lead in this moment. The systems we are testing now, and increasingly in the future, are highly software-intensive, AI-enabled, cyber-contested, complex distributed systems of systems that evolve rapidly, even after fielding. With over 30 years of experience in the national security enterprise, both in the private sector and in the public sector, my expertise in software, AI, cybersecurity, interoperability, distributed computing, synthetic environments, among many other computing technologies, aligns directly with these realities. Over many special government executive-level positions, I've worked across the entire RDT&E lifecycle—including in test and evaluation, where I served as the **Senior Advisor for Software and Cybersecurity** to the Director of Operational Test and Evaluation. In that role, I was good-naturedly known as the "SASC" and I was proud to contribute directly to the office's mission: building strong working relationships with the Services, assessing the acquisition programs, and strengthening the test and evaluation workforce. More recently, I've established a new research enterprise in Adversarial AI, a prime example of how quickly our threat space is evolving, and a stark reminder that our test enterprise must be just as dynamic.

Accompanying me today are friends and former colleagues that I have been blessed to work with over the course of my career, including OSD, the Army, DHS S&T, and DOT&E. I am grateful for their support and humbled by their presence. My sweetheart and biggest cheerleader, Dr. Todd Dvorak, is traveling for his job today and disappointed that he couldn't be here but beaming me positive thoughts.

If confirmed, I will work to ensure Operational Test and Evaluation is equipped to meet today's challenges and anticipate tomorrows. I will press for speed, automation and digital testing everywhere I possibly can; caution whenever necessary; and clarity always. In summary, I pledge to:

- #1. Deliver independent, mission-relevant assessments of operational effectiveness, suitability, survivability, and lethality;
- #2. Drive the modernization of Operational Test and Evaluation — making it better, faster, and cheaper through the insertion of innovative, credible methods and technologies; and,
- #3. Be a vigilant steward of taxpayer dollars, ensuring that we test what matters, and that our decisions are informed by evidence, anchored in transparency, and grounded in truth.

But most of all, I will support the President, this Congress, the Department, the American taxpayer, and especially our Warfighters in ensuring the safety and security of our great nation.

Thank you, again, for your consideration of my nomination. I look forward to answering your questions.

