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Department of Defense  
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

Chairman Reed, Ranking Member Inhofe and distinguished members of the Committee, I am grateful for the opportunity to appear today as the nominee for Undersecretary of the Army. It's a tremendous honor to be nominated by President Biden and I thank Secretary Austin and Secretary Wormuth for the confidence they have placed in me to potentially serve in this important role.

I must begin by also thanking my family -- my mother and siblings for their support and the opportunities they afforded me. I'm very grateful for my two children: Ethan who's off to college in London this fall, and Natalie, my 8<sup>th</sup> grade daughter who can no longer be counted on to wear the cupcake hair bows and shiny skirts that successfully captured the committee's attention the last time I appeared as a nominee six years ago.

I grew up in El Paso, Texas – a border community with an Army identity that stems from the presence of Ft. Bliss and nearby White Sands Missile Range. Growing up in this region, I witnessed the vitally important role our Army plays the nation's defense, such as the decisive advantage provided during the Gulf War by Army air defense units that trained at Ft. Bliss. I also learned the importance of Army installations to our communities, who support the talented Soldiers and civilians that make the Army so effective at its missions.

Throughout my career, I've observed that the Army is frequently asked to meet a wide range of urgent missions, from combat operations in the most austere environments, to disaster relief around the world, to COVID response here at home. At every turn, the Army has met these challenges with a characteristic "can-do" approach that fosters success and has earned the confidence and trust of the American people. It's an incredible honor to be considered to help lead such a vital institution.

The Under Secretary of the Army is responsible for assisting the Secretary of the Army in fulfilling her Title 10 responsibilities to man, train, equip and lead the world's best Army and to prepare it for changes necessary to ensure it remains unmatched. I've been privileged to previously help lead the Army's acquisition and modernization efforts for nearly 6 years as Principal Deputy Assistant Secretary of the Army and also served as Air Force Assistant Secretary for Manpower and Reserve Affairs. Serving in these roles has prepared me to take on this one, and if confirmed, I would provide Secretary Wormuth with my candid advice based on my experience. At its essence, the role of the Under Secretary must be to catalyze action, especially where changes are needed to meet evolving threats in an increasingly complex security environment. The challenges posed by potential adversaries calls for development of new operational concepts and development of new warfighting capabilities. The emphasis on modernizing our weapon systems, and adapting our approaches to developing them, must continue.

The key to the Army's success is its people: Soldiers and Civilians who supply the talent and expertise that makes the Army the envy of the rest of the world. As Secretary Wormuth and General McConville have stated, the "full range of people issues" are our first priority. If confirmed, I would work to ensure that we make progress on translating this objective into action. Protecting and promoting trust among our people is paramount, and this includes preventing and addressing the scourge of sexual assault, sexual harassment, suicide, extremism, discrimination and other destructive behaviors that undermine the Army's values and cohesion.

Overall, I would work to be a tireless advocate for Soldiers and for the Army within the Department and among external stakeholders. I would work closely with this Committee and the Congress to ensure that the

Army is transparent, ethical, and successful in meeting the challenges needed to fully meet our country's needs – now and in the future.

I look forward to your questions and thank you for the opportunity to be with you today.