



COMMANDER U.S. FLEET FORCES COMMAND
CNO CONFIRMATION OPENING REMARKS, 24 JUL 25

CNO CONFIRMATION OPENING REMARKS V4
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- Thank you, Chairman Wicker, Ranking Member Reed and distinguished members of the committee. It's truly an honor to appear before you today.
- I'm deeply grateful for the confidence of our nation's President, the Secretary of Defense, and the Secretary of the Navy in nominating me to be the next Chief of Naval Operations.
- I view this nomination as a solemn opportunity to ensure our nation's maritime dominance is never surpassed by competitors or adversaries.

*****Family*****

- I know full well the number of American families who depend on our nation's armed forces to keep them and our American way-of-life safe from harm. This knowledge comes firsthand from my own family.
- My parents, who are watching from heaven right now, imparted upon me the significance of service to our nation. My late father was an Army veteran from the Korean War – he knew what service and sacrifice to a higher calling meant firsthand.
- Like so many Americans who serve their country, his infectious pride from his time in service made clear

the honor and fidelity that comes with wearing the cloth of our nation.

- My mother, who was so proud of my naval service, had a way to see the quality in a person, the qualities that can only be instilled and honed by the American way of life that we can never lose or allowed to be compromised.
- I'm forever proud and grateful for the unwavering love and support of our four daughters and their husbands: Gillian and Luke, a Marine Corps officer, Morgan and Jordan, a Navy Sailor, Noel and Billy, and, here with me today, Haley and Grant.
- My wife Donna, who is also here today, has been by my side for the last 21 years, not only providing continual support to me and our own family, but also embodying a steadfast dedication for improving the quality of life, readiness, and resiliency for all Navy families.
- She knows, like me, that our Sailors are the Navy's most enduring competitive advantage, and that a stronger Navy family means a more effective Navy Fleet.

*****Impact of Today and Tomorrow*****



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- Our country and its citizens are in the midst of a crucial era, defined by global competition, technological saturation, and unpredictable threats that challenge our American dream.
- Within this context, our Navy finds itself central to what will likely be the most important chapter in the two-hundred-and-fifty-year history of the incredible story that defines American naval dominance.
- Years of shrinking fleet size and diminished shipbuilding capacity and on time repair delivery execution have manifested themselves as persistent challenges, previously masked by unquestioned naval supremacy throughout the last three decades.
- As China continues to grow its naval strength and the potential for peer naval conflict grows at a steady pace each passing day, the veil is slowly lifting on the impacts of poor choices made decades ago, which leveraged a perceived myopic peace dividend, that now pressurizes and oversubscribes our decision space for choices we face today.
- These choices will similarly ripple into the future, with impacts that could, without intervention, shape the future design and overmatch of our great Navy.



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- Our maritime fighting forces must continue to be lethal, resilient, agile, and globally present, capable of deterring conflict and, when called upon, achieving decisive victory, delivering peace through the strength derived from our credible and persistent combat power from the sea.
- We must be on an enduring path to deter and defeat threats far into the future, but we must also be ready now – to fight tonight if called upon.
- This duality of urgency - being ready both today and tomorrow - means we cannot choose one at the sacrifice of the other. The protection and prosperity owed to the American people demands both - seamlessly integrated, realistically affordable, and highly effective.

*****Vision Statement*****

- To achieve this, if confirmed, I will relentlessly pursue full-spectrum readiness - modernizing our Fleet's capabilities, scaling readiness capacity, and aggressively forging our resilient and resourceful Sailors who bring all our combat power to life.
- I also plan to deepen integration across all domains — from sea, air, cyber, space, and the undersea like

never before – massing effects from multiple vectors, platforms, and environments, seamlessly integrating these effects with the Joint Force and with our allies and partners.

- To outpace our adversaries, we must lee-turn them with thoughtful approaches to warfare, harnessing innovation to take longer strides at a faster pace, relying on the ingenuity, skill, and brilliance of our American workforce and reimagined industrial base.
- By leveraging modern, modular, and scalable platforms, investing in human capital and warfighting excellence, and integrating capabilities across domains, my sights are locked-in on a Navy that is not only lethal and survivable, but also adaptable and sustainable - ready to fight and win for decades to come, securing freedom of navigation and projecting power where and when it matters most.

*****Closing*****

- I'm truly honored for the opportunity to continue to serve in the world's most powerful Navy.
- I look forward to the opportunity to work closely with this committee and with our nation's elected Congressional leadership.



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