U.S. Senate Committee on Commerce, Science, & Transportation

Nomination Hearing for Joshua Shoemaker to be Deputy Administrator of the National Aeronautics and Space Administration

November 10, 2026

Shoemaker's Opening Remarks

Chairman, Ranking Member, and distinguished members of the Committee, thank you for the opportunity to appear before you today. I am deeply honored by the President's nomination to serve as Chief Financial Officer for the National Aeronautics and Space Administration (NASA). I am grateful for the Committee's consideration of my nomination.

I would also like to thank my family, friends, and colleagues whose support and encouragement have made it possible for me to be here today.

For more than 25 years, I have worked as an accountant, business owner, and financial professional. Those experiences have taught me that sound financial management is about much more than numbers on a page. It is about accountability, discipline, transparency, and making certain that limited resources are aligned with an organization's most important priorities. If confirmed, I would bring those principles to NASA.

As an accountant and having started a small-business, I have spent my career understanding the importance of maximizing resources. Every decision has consequences. You must understand your resources, establish priorities, anticipate risk, maintain strong controls, and ultimately be accountable for the results.

NASA is undertaking some of the most ambitious work in its history. From returning Americans to the Moon and preparing for future missions to Mars, to aeronautics, science, space technology, and maintaining American leadership in space, the agency is being asked to accomplish extraordinary things.

Those ambitions must be matched by strong financial management and disciplined execution.

I believe the CFO has an important responsibility to give the Administrator, NASA leadership, and Congress an honest and timely picture of the agency's financial position. That means understanding not simply how much NASA is spending, but whether programs are performing against their budgets and schedules, where financial risks are emerging, and whether resources are being managed effectively in support of NASA's mission and the priorities established by the Administration and Congress, consistent with applicable laws and appropriations.

If confirmed, I will focus on several priorities.

First, accountability for taxpayer dollars. Every dollar entrusted to NASA belongs to the American taxpayer. I will work to ensure that NASA maintains strong internal controls, reliable financial reporting, and vigorous oversight of its resources.

Second, greater visibility into cost, schedule, and performance. NASA manages extraordinarily complex programs, often over many years. Leadership should have the financial information necessary to identify problems early, understand their consequences, and make difficult decisions before those problems become more expensive.

Third, transparency and partnership with Congress. Congress has a constitutional role in determining how taxpayer dollars are spent. If confirmed, I will work to provide this Committee with accurate, timely, and straightforward information about NASA's financial condition, program execution, and emerging risks. When Congress asks a question about how NASA is spending taxpayer funds, it deserves a clear answer.

Fourth, modernization. New technologies and better use of data can give NASA leadership more timely insight into spending, contracts, workforce costs, and program performance. I will look for opportunities to strengthen financial systems and use data to improve decision-making while maintaining the controls necessary to protect taxpayer resources and achieve Administrator Isaacman's objective is to "align NASA's financial systems and infrastructure with mission execution".

Finally, I recognize that NASA's greatest asset is its people. The agency's civil servants, contractors, scientists, engineers, accountants, acquisition professionals, and many other employees make its missions possible. **Sound financial management should enable their work, not create unnecessary obstacles to it.**

If confirmed, approach this position with humility. I know there will be difficult decisions. I also know that NASA operates within laws and funding decisions established by Congress. My responsibility will be to help NASA faithfully follow Congressional direction, provide decision-makers with the best financial information available, identify risks honestly, and protect the taxpayer while helping the agency accomplish its mission.

NASA represents something special about our country: a willingness to attempt the near impossible and inspire the world through exploration, innovation, and discovery. I would be honored to support that mission as NASA's Chief Financial Officer.

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