

**Remarks as delivered by Adm Mike Mullen  
MCPON Terry Scott Retirement and Change of Office  
10 July 2006**

Well good morning, it is indeed a great Navy day. Secretary Winter, good to see you sir, and Secretary Johnson welcome back. Assistant Secretaries, distinguished Generals, Admirals, Ambassadors, Foreign Dignitaries, friends from all Services who are here and many nations, other distinguished guests, family and friends, welcome.

As I look out, it is terrific to see so many old friends, among whom I think are five former MCPONs. Also, I understand MCPON Black's spouse is here and I welcome you, it's good to see you here. This ceremony celebrates and is a testament to them and to their very strong individual legacies.

Speaking of terrific legacies, it also great to see my predecessor and good friend, Vern Clark and his wife Connie who both did so much for our Navy.

I know Admiral Clark has a special interest in today's ceremony because he selected Terry Scott to be the 10<sup>th</sup> Master Chief Petty Officer of the Navy. And it was a great decision. Its' good to see you Vern and Connie, thanks for coming.

This is also a very special day for Terry Scott's family – for Doreen and his daughters Lyndsey and Lauren – for his mother Vera, his father Wayne and his father's wife Jennie, his brothers Jimmy and Dwayne, and his sisters Diana and Dina.

We also greet Doreen's Mother Bea and her brother David and the entire family who came from far and wide to honor MCPON Terry Scott with their presence.

Today, we also extend a warm welcome to our 11<sup>th</sup> Master Chief Petty Officer of the Navy – Master Chief Joe Campa, his wife Diana, his sons Jake and Jared and their daughter Jenna.

I know his son Ryan, who just started at the Coast Guard Academy, could not be here but he is serving his country just like his Dad, and we certainly appreciate that during this critical time in our nation's history.

It is good to see Master Chief Campa's mother Irene here and his sisters Elizabeth, Louise, and Laura and their family members as well. Thank you all for coming.

For me, today is all the more special because it says so much about who we are as a Navy. We get to celebrate an incredible lifetime of service by a Sailor whose career typifies in every way the very ideals upon which this Navy of ours is built –honor, courage, commitment.

And if I could add one more, I would say leadership.

MCPON Scott is nothing if not one of the finest leaders our Navy has ever produced. And I've seen a lot and he is one of the best.

Like so many of our Sailors, MCPON Scott comes from a small town in Middle America.

You don't have to look much farther than Highway 69 just outside Louisburg, Kansas and the big billboard with his name splashed across it, to know that Terry Scott's home town is a very large part of who he is.

The small town values he learned there have made a big, big impact on our Navy.

I know he is enormously proud of being from Louisburg, as he is of his Scottish heritage.

I've been told that while serving in Scotland, he was fond of wearing a kilt.

I am happy to report that despite rumors and his fondness for this wonderful tradition, Task Force Uniform decided against giving it a wear test in the Fleet.

In fact, that reminds me of an old Scottish proverb that I think really applies today. It says, "Every stranger is simply a friend you haven't met."

MCPON Scott must have really taken that to heart because I've watched him closely this past year and I can tell you he's never met a Sailor who didn't fast become his friend – who he didn't take time to mentor.

He never misses an opportunity to listen – to learn from – and to lead Sailors.

Once, after a long day's work in Norfolk, and despite the fact that it was late, he decided – as was usual – to visit the waterfront one last time before returning to Washington.

I cannot image for the life of me anyone wanting to ever delay their return to Washington.

Over the objections of his staff – he decided to visit the carrier Truman. “MCPON,” they told him, “you just don't have time.”

“Okay,” he insisted, “I will just greet a few Sailors on the quarterdeck as they go on liberty.”

Three hours later after he shook the hand of the every Sailor to depart the ship – he finally began the trip home.

Nothing was going to stop him from engaging Sailors. Not the traffic, not meetings, and certainly not his staff.

I saw it myself many times on our travels together – he was always wandering off to talk to Sailors and their families – to hear what was on their mind and give them a bit of encouragement.

When I was at sea with him, Sailors often told me, how even in the early hours of the morning he would be out and about, visiting them as they stood the mid-watch.

And if you ever had a chance to watch closely as he engaged them, you could see something truly special.

The sparkle in his eyes – the sparkle in their eyes – the mutual trust and confidence was unmistakable.

It was his engaging character that set him apart from his earliest days in the Navy.

As a young missile technician on the John Adams and James Madison, he was known not just as the best missile technician in the Fleet, but for his innate ability to bring all manner of people together to solve tough problems.

One of his previous commanders said it was clear even back then, Petty Officer Scott had a special way with people – he was a leader in a whole different league.

It was no surprise that later, as Chief of the Boat on Jacksonville, he was known for having the strongest crew on the waterfront.

It was a pattern he would repeat as a Command Master Chief at higher and higher levels – from NSGA Winter Harbor, to VFA-142 in Japan, to the carriers Independence and Kitty Hawk, and to Fifth Fleet during Operation Enduring Freedom.

Everywhere he served – the Sailors he led did a great job – and loved doing it because they knew Master Chief Scott was on their side, always working with them and caring for them and their families.

I am convinced that perhaps the greatest secret to MCPON Scott's success is that he understood the importance of the Chiefs' Mess.

Everywhere he served he built a strong, well-led Mess the kind that always characterizes the best of our commands.

Some of you may have heard me talk about this. I really believe that the Chiefs run the Navy. I've seen what a strong Chiefs' Mess can do for a command, and it's remarkable.

As I look at our Navy today – as I visit Sailors and Families around the world – I will tell you our Navy is the strongest and in the best shape I have ever seen.

And no small measure of credit for our success today must go to what our Navy's Chiefs' Mess has done with MCPON Terry Scott at its helm.

He has led terrifically in times of great change.

As we have taken on new missions and new roles in this post 9 -11 world, he has been a clear, steady voice to the Fleet, to the Navy's leadership, and on the Hill.

No one understands the issues – top to bottom – right to left – narrow to deep – better than him. No one has worked harder to improve the Navy and to take care of those who serve in it.

From formulating a stronger education strategy for Sailors, to establishing a culture of fitness, to working to get our uniforms right, and preparing senior enlisted leadership not just to accept change, but to lead it – MCPON Scott didn't just advise, he did what all great Chiefs do.

He solved tough problems. He made us better. He led.

He tirelessly championed better pay, quality of housing, health care, and education benefits.

And he worked diligently to make Sailors less vulnerable.

His last interview as MCPON was with ABC News –last week – it's due to air this week - where he talked about the threat posed to our people and their families by predatory lenders. ABC sought him out.

Right up to the end of his extraordinary career, he was working hard on behalf of Sailors. In fact this morning when I ran into him right he said “how did it go at Great Lakes”. We spent ten minutes talking about my trip to Great Lakes with Deborah last Friday. And he wanted to know this, that and the other thing, its as though absolutely right to the end he is going to run across the finish line.

Doreen, of course, was right there with him fighting every fight and righting every wrong – not just over these last four years but over the course of their 29 years of service together in the Navy.

You know better than perhaps anyone, Doreen, how vital families and spouses are to our readiness, and I think it's fair to say that no one has done more to ensure family readiness than you.

You have helped with everything from picking up thousands of our families suffering on the Gulf Coast after Katrina, to championing Command Master Chief spouse education and making our Ombudsman program even stronger and many other things. And not just recently you've done that for a long, long time.

In so many ways, your efforts have been extraordinary and have equipped more and more spouses to help Navy families to help each other and themselves.

Admiral Clark always calls the Scotts a “remarkable pair.”

I couldn't agree more. Deborah and I have both personally cherished having them by our side during this first year.

About six months ago, a young Second Class Corpsman asked the Scotts “When is a Corpsman going to be MCPON?”

Today, we have that answer.

Master Chief Campa is not just an exceptional Corpsman – he is a terrific leader – a Command Master Chief with an enormous wealth of experience in the Fleet that makes him the right Sailor, at the right time, to follow Terry Scott as MCPON.

Master Chief Campa, I know you know how big the shoes you must fill are, but I have every confidence you will do so.

I appreciate your service and your willingness to step up to this enormous responsibility.

Deborah and I welcome you and Diana and wish you all the best. We look forward to working with and learning from both of you as we continue to face the challenges of this very uncertain time.

As you take the helm, maybe MCPON Scott will have more time to spend with family and friends or even to drive his cherished '68 and 2003 Ford Mustangs.

It is said that he would rather push a Mustang than drive anything else. Well, except maybe a submarine.

But there is no doubt wherever he spends his time, he is sure to find a way to turn strangers to shipmates.

Because that is what he has always done. And that is exactly what he did on that trip to Norfolk I spoke of earlier.

After hours with the Sailors on Truman, he jumped in the van and off he went. Yet, there was still enough time left in the day to mentor one more Sailor.

Gabbing as he tends to do with his driver – that day a young Seaman from Detroit stationed in Washington – he found out that not only was the young man very new to the Navy, but that he had never even seen the ocean.

The MCPON would have none of that.

Around went the wheel and the van was headed to the beach.

A stranger no more, another Sailor had become a friend.

As they looked out at the wide expanse of the Atlantic – just the two of them – the Navy’s senior most enlisted leader spoke to that young Sailor about how he, too – a kid from the middle of the country – grew to love the Navy and the sea.

He told the Seaman that, through hard work and determination, through enthusiasm and leadership, there was absolutely nothing he couldn’t accomplish.

He said it was one of the greatest things about the Navy. That it didn’t matter where you came from or what your background was the Navy would give you a chance and stand by you.

It meant something to be a Sailor.

Just try to imagine what the scene must have felt like to that young man – seeing the ocean for the very first time with the Master Chief Petty Officer of the Navy.

Getting right from him the keys to success.

That, ladies and gentlemen, is leadership of the finest sort.

That is why he rose to the rank he achieved and that is why we will miss him all the more the moment he is piped over the side.

What a terrific legacy MCPON Scott leaves us with today. Not just to the nation – but to young people like that Seaman and even his daughter, Lyndsey, who will soon enter the Navy through Officer Candidate School.

Speaking for all those who wear Navy blue – the thousands upon thousands that are proud to call you our shipmate and our friend, fair winds and following seas.

God Bless you and Doreen as you chart a new course and God Bless the United States Navy. Thank you.