

MICHELLE D. JOHNSON, Lt Gen, USAF

EDUCATION, FELLOWSHIPS, AWARDS

1999	M.S. National Security Strategy, National Defense University, Fort McNair, Washington DC
1983	M.A. Politics and Economics as a Rhodes Scholar, Oxford University, England
1981	B.S. Operations Research, Distinguished Graduate, United States Air Force Academy, Colorado
2013	Harvard Seminar for New College Presidents, Cambridge, Massachusetts
2007	Seminar XXI, Massachusetts Institute of Technology, Washington DC --“Foreign Politics, International Relations and the National Interest”
2004	Senior Executive Fellows Program, Harvard University, Cambridge, Massachusetts
2002	National Security Management Fellow, Maxwell School, Syracuse University, New York
2016	Honorary Doctor of Humane Letters, Robert Morris University, Pennsylvania
2015	Tau Beta Pi Distinguished Alumnus Award

QUALIFICATIONS

Over 20 years of successfully leading large, complex organizations through growth and change. Energetically and diplomatically bridges barriers between organizational stovepipes by deftly forging trusted relationships internally and externally. Experienced and effective in outreach with international and national leaders including Members of Congress, as well as with local elected officials and business leaders. Actively engaged in higher education from the classroom to administration -- inspired by students! Teaching experience on Political Science faculty at the U.S. Air Force Academy as a classroom instructor, Assistant Professor, Course Director, and Department Director of Cadet [student] Affairs. Recently team taught core sophomore political science class on the Constitution and held capstone project out briefs in senior staff offices. Extensive experience serving on Rhodes Scholarship selection committees in Arizona, South Carolina, Oklahoma, Utah and Indiana. Member of the Academic All America Hall of Fame (women’s basketball), and a current member of the CoSIDA Academic All America Hall of Fame Selection Committee. Accomplished public speaker from SXSW Austin 2017 to the National Press Club in 2015, and the Hudson Union Society in 2016. Transformative leadership in diversity recruiting, developing a healthy campus culture and balancing liberal education with STEM have been highlighted in the *New York Times*, the *Washington Post*, *The Atlantic* and the *Christian Science Monitor*.

PROFESSIONAL EXPERIENCE

Superintendent, *United States Air Force Academy, Colorado*

August 2013 – Present

Lieutenant General. College president and Commander for over 4,000 cadets in a four-year Bachelor of Science education and commissioning regimen with a \$440 million annual budget and over 3,000 faculty and staff--Forbes’ #3 US Public school; #1 NSF Undergraduate Research institution; U.S. News & World Report #32 National Liberal Arts College, #7 Best Undergraduate Engineering programs.

- Change Agent. Lifted campus climate with healthy relationships training and collaboration on diversity and inclusion with neighboring colleges and universities; forged teamwork that radiates from senior leadership team.
- Established cutting edge cyber research center -- CyberWorx, teaming with public and private sector enterprises and modelled on the Stanford Design School.
- Strengthened community relationships with local elected officials, private businesses, philanthropists, sister institutions of higher education, public service projects with local residents and K-12 schools.
- Institutionalized public-private funding with iconic Polaris Hall/Center for Character & Leadership Development and reinvigorated character and leadership programs campus-wide.

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- Supported faculty curriculum innovation emphasizing interdisciplinary learning and problem solving.
- Fielded 27 NCAA Division 1 Intercollegiate Sports – the Athletic Dept won top 60 Learfield Cup standings, produced two Rio 2016 Olympians, and won three conference championships. Nine of 27 teams had team GPAs over 3.0. Twelve Coaches won Conference Coach of the year honors in 2016.
- Implemented a dynamic strategic plan, and a capital master plan while collaborating with a Presidential/Congressionally appointed Board of Visitors, including Members of Congress; and cultivated unity among seven ancillary non-profits, led by the USAFA Endowment, Association of Graduates and Air Force Academy Athletic Corporation in launching a comprehensive fund-raising campaign, which is entering the quiet phase.

Deputy Chief of Staff, Operations & Intelligence,

July 2011 - August 2013

NATO/Supreme Headquarters Allied Powers Europe (SHAPE), Mons, Belgium

Major General. Responsible supporting crisis and operations planning and execution of multiple NATO missions.

- Managed all aspects of the readiness of Allied Command Operation's (ACO) Conventional and Nuclear Forces in operations from Afghanistan to the Baltics
- Maintained and monitored emergency status, control and warning communications
- Execute Supreme Allied Commander Europe's operational command functions over assigned ACO Air Defence Forces and facilities
- Managed the Intelligence production effort across ACO and contributed to the development of intelligence policy within ACO as well as developing and presenting Intelligence, Counter Intelligence (CI), Security, Geospatial and Meteorological and Oceanographic (METOC) advice to the SACEUR
- Regularly briefed Alliance Ambassadors in the North Atlantic Council in Brussels including detailed presentations on Ballistic Missile Defense.
- Negotiated Alliance Ground Surveillance and remotely piloted aircraft plan with French delegation.
- Briefed Vice Chief, Russian General Staff in Moscow on NATO Afghanistan operations.
- Stood up Allied Command Operations' Comprehensive Crisis Operations and Management Center to anticipate and mitigate threats to NATO's allied nations.

Director, Strategy, Policy, Programs and Logistics,

July 2009 - July 2011

United States Transportation Command, Scott Air Force Base, Illinois

Major General. Responsible for policies affecting every medium of Department of Defense logistics and transportation, deep sea shipping, commercial and military aircraft, rail and road transportation across the globe.

- Portfolio included logistics and supplies for military operations in Afghanistan and Iraq by air, sea, road and rail, updating Department of Transportation maritime security policy and, in collaboration with commercial airline leaders, modernizing the civil reserve air fleet.
- Worked on the ground with government agencies including the Kazakhstan Ministry of Transportation and the Uzbekistan Ministry of Railroads in Central Asia and the Southern Caucasus to accelerate deliveries on Northern Distribution Network [railways] from the U.S. to Afghanistan from 100 to 1,000 containers per month on the sea-rail-road routings in time for the operational "surge" in Afghanistan.

Deputy Director for Information and Cyberspace Policy

December 2007 - June 2009

Strategic Plans and Policy Directorate (J5), Joint Staff, The Pentagon, Washington, DC

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Brigadier General. Led a team to develop the first Cyber policy for Department of Defense.

- Collaborated with the National Security Agency (NSA), Under Secretary of Defense for Intelligence, military services' cyber communities, US Strategic Command and the Department of Homeland Security to define the role for a military cyber command that could capitalize on and complement the expertise of NSA. Drafted the memo for Secretary of Defense Gates' signature, June 23d, 2009, establishing US Cyber Command as a Sub-Unified Command within US Strategic Command. Initial Operational Capability was achieved May 21, 2010; Full Operating Capability was achieved Oct 31, 2010.

Director of Public Affairs

November 2005 - November 2007

Office of the Secretary of the Air Force, The Pentagon, Washington DC

Brigadier General. Amplified Secretary and Chief of Staff of the Air Force initiatives.

- Highlighted the Air Force role in the Global War on Terrorism.
- Gained press coverage on Air Force alternative energy innovations.
- Restructured the PA concept of operations and instituted training to support a more proactive approach to communications.

Director of Personnel

June 2004 - November 2005

Headquarters Air Mobility Command (AMC), Scott AFB, Illinois

Colonel. Ranked #1 of 83 Colonels in AMC headquarters.

- Responsible for military and civilian personnel plans and programs for 61,000 personnel.
- Controlled movement of over 53,000 military personnel at 121 locations in 18 countries.
- Led AMC's 1st diversity initiative—AMC won a 2005 Excellence in Government Award for the best diversity team.
- Re-engineered command headquarters personnel organization—other commands followed her lead.

Commander, 22d Air Refueling Wing, KC-135 Pilot

June 2002 - June 2004

McConnell AFB, Wichita, Kansas

Colonel. Commanded an air refueling wing composed of 57 KC-135Rs and over 3,500 military & civilian personnel with a budget over \$143M.

- Named the Best Wing in 15th Air Force in 2002.
- #1 tanker wing in 15th Air Force in 2003.
- Supported global operations and US Strategic Command nuclear contingency plans.
- Hosted Kansas Air National Guard wing with 10 aircraft and 1,400 personnel.
- Hosted a Republic of Singapore Air Force KC-135 detachment.
- Ranked the Top Colonel Commander in 15th Air Force. "Brilliant results" in support of operations in southwest Asia and worldwide with deployed crews and aircraft in Operations Iraqi Freedom and Enduring Freedom in Afghanistan.

National Security Management Fellow, Syracuse University, New York

March 2002 - June 2002

Colonel. One of only ten Air Force colonels selected to attend. The staffs and faculties of Syracuse University's Maxwell School of Citizenship and Public Affairs and Johns Hopkins University's Paul H. Nitze school of Advanced International Studies developed a rigorous and comprehensive executive education program focused on four major themes: public management, leadership, national security management, and international affairs. The

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executive management experience revolved around intensive, realistic simulations of real world events that gave participants the chance to practice and apply leadership competencies.

Commander, 97 Operations Group, C-5 Instructor Pilot

June 1999 - March 2002

Altus AFB, Altus, Oklahoma

Colonel. Commanded a 980-member group consisting of six squadrons including C-5, C-141, C-17 strategic airlift squadrons, two KC-135 air refueling squadrons, and an operations support squadron. Planned and executed a formal school initial and advanced specialty training program for 3,100 students annually. Managed a \$95M flying training program with 51 aircraft. First Safety Board President for a T-1 catastrophic engine failure—identified short-falls in program office engine oversight.

Student, National War College

July 1998 - June 1999

National Defense University, Fort Lesley J. McNair, Washington, DC

Colonel. Focused on China studies, but world events prevented travel there; instead, visited government and military leaders in Singapore, Kuala Lumpur, and Hong Kong. One of seven from class of 195 selected for exchange visit to French counterpart, Centre des Hautes Etudes Militaires (CHEM). Commended as Best in Seminar for: Fundamentals of Statecraft and Congress, Politics and National Security.

Commander, 9 Air Refueling Squadron, KC-10 Instructor Pilot

July 1994 - August 1998

Travis AFB, California

Lieutenant Colonel. Commanded a KC-10 squadron of over 140 personnel including 24 aircrews and support personnel. Deployed as Mission Commander for contingencies and exercises; maintained flight currency and combat readiness for worldwide deployment as a KC-10 instructor pilot. Acclaimed leadership, master motivator for over 280 people in an expeditionary squadron over multiple, repeated deployments to Al Dhafra Air Base, UAE.

Air Force Aide to the President of the United States

June 1992 - July 1994

The White House, Washington, DC

Major. Five military Aides to the President are assigned to the White House Military Office. The Military Aides, each representing one of the military services, assist the President of the United States in the role of Commander-in-Chief as action officers for emergency plans and for day-to-day logistical support. As Emergency Actions officers, each aide supports the President's role as Commander-in-Chief across contingencies ranging from medical emergencies to national security threats. This duty includes carrying the President's emergency satchel, the "football." As a White House Military Office operations officer, each aide coordinates the employment of military resources used in support of the President and Presidential travel. As an aide de camp, each aide acts as a personal assistant to the President. As Ceremonial Aides, an aide accompanies and assists the President in official state and military ceremonies. Then Major Johnson, performed these duties in hundreds of Presidential events across the globe: Topeka, Kansas - Mogadishu, Somalia (spending a week there aboard the USS Tripoli) - Minsk, Belarus - US national television for Arthur Ashe's posthumous Presidential Medal of Freedom award - Brussels, Belgium for the 1994 NATO Summit - greeting Yasser Arafat in the Blue Room for his historic handshake with Yitzhak Rabin on the South Lawn - Kennebunkport, Maine - Martha's Vineyard, Massachusetts - Camp David, Maryland- the British Prime Minister's residence at Chequers - and, countless American cities, from Des Moines to Richmond, during the 1992 US Presidential election campaign.

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Assistant Professor of Political Science, T-41 instructor Pilot
USAF Academy, Colorado Springs, Colorado

July 1989 – June 1992

Captain. Department Director of Cadet Affairs responsible for managing the academic programs of over 300 cadets majoring in Political Science and International Affairs. Academic instructor for foundation courses like “Politics and American Government” and “International Politics and National Security” and “Comparative Politics and Government” as well as directing and teaching advanced courses including “American Political Thought.” Advisor to the USAFA Graduate Scholarship Office on Rhodes and Marshall scholarship preparation. T-41 instructor pilot for dozens of cadets. Devoted one summer to the Military Airlift Command Crisis Action Team to coordinate airlift for operation Desert Storm in Southwest Asia and Operation Provide Comfort for Pakistan.

C-141 Instructor Aircraft Commander

41st Military Airlift Squadron, Charleston AFB, South Carolina

November 1984 – July 1989

Captain. Piloted and commanded missions in the C-141 four-engine jet transport aircraft on worldwide missions in support of Department of Defense agencies. Performed special missions including Presidential support, medical evacuation, and humanitarian airlift for other organizations and nations. Managed up to 10 crew members, 150 passengers and 70,000 pounds of cargo on each mission. During a particularly challenging mission to Khartoum, Sudan, Muscat, Oman, and Nairobi, Kenya, successfully overcame a damaged engine in Nairobi and continued the mission on schedule. Performed a flyover for the RAF Fairford, UK airshow; and flew missions through hot spots like Panama and Honduras. Also, honed command and control experience as a command post duty officer and wing plans officer, as well as the Squadron Executive officer.

Student pilot. Undergraduate Pilot Training, and C-141 Qualification

Williams AFB, Arizona and Altus AFB, Oklahoma

August 1983 - November 1984

First Lieutenant. Successfully completed undergraduate pilot training in T-37 and T-38 single engine jet aircraft in Arizona. Then completed C-141 four engine jet transport/cargo aircraft initial qualification in Oklahoma.

Rhodes Scholar, Student, Politics & Economics

Brasenose College, Oxford University, England

October 1981 - August 1983

Second Lieutenant. Earned second bachelor’s degree and master’s degree under the traditional Oxbridge tutorial system. Ranked in Top 15% of graduating class based on final examinations. Co-founded Oxford women’s basketball club - defeated Cambridge! RAF Upper Heyford women’s basketball team MVP - 1982 US Air Forces Europe basketball champions.

Cadet, USAF Academy, Colorado Springs, Colorado

Distinguished graduate of 2d co-ed class; 1st woman Cadet Wing Commander; 1st USAFA woman Rhodes Scholar; Academic All American, Basketball ’80 & ’81; #1 Operations Research Graduate; USAFA Scholar Athlete Award

July 1977 - May 1981

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Aircraft Flown

C-141B, KC-10A, C-5A, KC135R, C-17A, T-41C, T-37 and T-38; over 3,600 flight hours

Awards and Affiliations

Rhodes Scholarship, 1981

Honorary Doctor of Humane Letters, Robert Morris University, PA Oct 2016

Tau Beta Pi engineering honor society, 2015 Distinguished Alumnus Award

Academic All American, Basketball, 1980-1981

Iowa Girls High School Athletic Union First Lady Award, 1985

CoSIDA's Academic All America Hall of Fame, 1995

USAF Academy Sports Hall of Fame, 2007

Colorado Springs Sports Hall of Fame, 2014

Colorado Springs, Spirit of the Springs Award, 2014

Iowa Women's Hall of Fame, 2015

Fortune Most Powerful Women

Council on Foreign Relations

Association of Rhodes Scholars

USAF Academy Association of Graduates

IWF, Colorado Women's Forum
