

# United States Air Force

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Testimony

Before the House Appropriations  
Subcommittee on Defense

## ***Guard and Reserve Hearing***

Statement of  
Lieutenant General Maryanne Miller  
Chief of Air Force Reserve

April 12, 2018

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# BIOGRAPHY



## UNITED STATES AIR FORCE

### LIEUTENANT GENERAL MARYANNE MILLER

Lt. Gen. Maryanne Miller is the Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C., and Commander, Air Force Reserve Command, Robins Air Force Base, Georgia. As Chief of Air Force Reserve, she serves as principal adviser on reserve matters to the Secretary of the Air Force and the Air Force Chief of Staff. As commander of Air Force Reserve Command, she has full responsibility for the supervision of all U.S. Air Force Reserve units around the world.

General Miller was commissioned in 1981 as a distinguished graduate of the ROTC program at The Ohio State University. She is a command pilot with more than 4,800 flying hours in numerous aircraft.



The general has commanded two wings and held numerous staff positions at the unit, air staff and joint staff levels. Prior to her current assignment, she was the deputy to the Chief of Air Force Reserve, Headquarters United States Air Force, Washington, D.C.

#### EDUCATION

1981 Bachelor of Arts degree in criminal justice (minor in sociology,) The Ohio State University, Columbus, Ohio

1983 Squadron Officer School, Maxwell AFB, Ala.

1986 Flight Safety Officer School, Norton AFB, Calif.

1994 Air Command and Staff College, Maxwell AFB, Ala.

2004 Air War College, by correspondence

2006 Director of Mobility Forces Course, Hurlburt Field, Fla.

2009 Senior Reserve Component Officers Course, Army War College, Carlisle, Pa.

2011 Seminar XXI, Center for International Studies, Massachusetts Institute for Technology, Washington D.C.

2011 Master's degree in business administration, Trident University, Calif.

2012 Senior Executives in National and International Security, Harvard Kennedy School of Government, Cambridge, Mass.

2017 Senior Joint Information Operations Applications Course, Air University, Curtis E. LeMay Center for

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Doctrine Development and Education, Maxwell AFB, Ala.

**ASSIGNMENTS**

1. September 1981 - August 1982, Student, undergraduate pilot training, Williams AFB, Ariz.
2. August 1982 - March 1983, Student, pilot instructor training, Randolph AFB, Texas
3. March 1983 - July 1984, T-37 Instructor Pilot and RSU supervisor, Williams AFB, Ariz.
4. July 1984 - January 1985, T-37 Check Pilot and RSU Supervisor, Williams AFB, Ariz.
5. January 1985 - March 1985, Student, Squadron Officer School, Maxwell AFB, Ala.
6. March 1985 - February 1986, Executive Officer for 96th FTS Commander, T-37 Instructor Pilot, Williams AFB, Ariz.
7. February 1986 - July 1986, Student, distinguished graduate C-141 training, Altus AFB, Okla.
8. July 1986 - July 1987, C-141 Aircraft Commander and Executive Officer for 8th Airlift Squadron Commander, McChord AFB, Wash.
9. July 1987 - June 1988, C-141 Instructor Pilot, 8th Airlift Squadron McChord AFB, Wash.
10. June 1988 - July 1989, Chief of Flying Safety and C-141 Examiner Pilot, McChord AFB, Wash.
11. July 1989 - September 1993, C-141 Examiner Pilot, 313th Airlift Squadron, McChord AFB, Wash.
12. September 1993 - April 1994, Deputy Operations Group Commander, 459th Airlift Wing, Andrews AFB, Md.
13. April 1994 - October 1995, Operations Officer, 756th Airlift Squadron, Andrews AFB, Md.
14. October 1995 - October 1996, Chief, Strategic Airlift, Reserve Operations, Headquarters U.S. Air Force, Washington, D.C.
15. October 1996 - January 1998, Fighter Forces Programmer, Reserve Plans and Programs, Headquarters U.S. Air Force, Washington, D.C.
16. January 1998 - December 2001, Operations Officer and Deputy Operations Group Commander, 459th Airlift Wing, Andrews AFB, Md.
17. December 2001 - May 2004, Air Reserve Technician C-5 pilot, Dover AFB, Del.
18. May 2004 - January 2006, Operations Group Commander, 932nd Airlift Wing, Scott AFB, Ill.
19. January 2006 - January 2008, Commander, 932nd Airlift Wing, Scott AFB, Ill.
20. January 2008 - November 2009, Commander, 349th Air Mobility Wing, Travis AFB, Calif.
21. November 2009 - January 2012, Director of Programs and Requirements, Office of the Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C.
22. January 2012 - September 2013, Deputy Director of Partnership Strategy, J5, the Pentagon, Washington, D.C.
23. April 2012 - August 2012, Interim Deputy Director for Trans Regional Policy, J5, the Pentagon, Washington, D.C.
24. September 2013 - July 2016, Deputy to the Chief of Air Force Reserve, Headquarters U.S Air Force, Washington, D.C.
25. July 2016 - present, Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C., and Commander of Air Force Reserve Command, Robins AFB, Ga.

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**SUMMARY OF JOINT ASSIGNMENTS**

1. January 2012 - September 2013, Deputy Director of Partnership Strategy, J5, the Pentagon, Washington, D.C., as a brigadier general and a major general

**FLIGHT INFORMATION**

Rating: Command pilot

Flight hours: More than 4,800

Aircraft flown: T-37, T-38, C-141B/C, C-5A/B, C-9A/C, C-40C, KC-10A and C-17

**MAJOR AWARDS AND DECORATIONS**

Defense Superior Service Medal

Legion of Merit with two oak leaf clusters

Meritorious Service Medal with four oak leaf clusters

Aerial Achievement Medal

Air Force Commendation Medal

Air Force Achievement Medal

**EFFECTIVE DATES OF PROMOTION**

Second Lieutenant June 12, 1981

First Lieutenant Aug. 30, 1983

Captain Aug. 30, 1985

Major March 5, 1992

Lieutenant Colonel June 13, 1996

Colonel Feb. 17, 2005

Brigadier General June 1, 2009

Major General Jan. 1, 2013

Lieutenant General July 15, 2016

(Current as of January 2018)

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## STRATEGIC ENVIRONMENT

America's Air Force Reserve, an essential and integral component of the United States Air Force, faces a more complex and demanding environment than we have seen in generations. Great power competition has reemerged as the central challenge to U.S. prosperity and security and our relative advantage in air and space is eroding.

As a Major Command growing back to 70,000 Airmen, the Air Force Reserve stands ready, as a principle contributor in all Combatant Command areas of responsibility, and in response to those who challenge U.S. prosperity and security. As a Major Command with Airmen rich in combat experience and years of engagement in conflict zones, our strength is still our seasoned talent, steeped in experience and postured for ready response.

Aligned and postured with the National Defense Strategy, we are building an even more lethal and ready force, strengthening alliances and partnerships, and continuing to deliver greater, more affordable results across the domains of war. We are tailoring our Command to the right size and mix of agile capabilities to *compete, deter, and win* in joint and combined warfare.

## AMERICA'S AIR FORCE RESERVE IN DEMAND

The Reserve is indispensable day to day in every joint force operation, with over 6,500 Airmen serving on full-time orders around the world in all core missions of the Air Force. Our first responsibility is to integrate seamlessly with unmatched lethality as an equal member of the Total Force.

The Reserve is integral in all five Air Force core missions by providing:

**AIR AND SPACE SUPERIORITY ... *freedom from attack and freedom to attack.*** As we continue to build a lethal force, we are emboldened by years of combat experience. The talent of Reserve Citizen Airmen in dominating air and space domains, distinguishes America's Reserve as *high threat* in any aggressor's risk calculus.

**GLOBAL STRIKE ... *any target, any time.*** Over 1,000 Reserve Citizen Airmen and their bombers project nuclear deterrence and strike lethality across the globe as a counter to inter-state strategic competition and terrorism.

**RAPID GLOBAL MOBILITY ... *delivery on demand.*** The Reserve's 24,000 Airmen contributing to Air Mobility solidifies our Air Force's ability to frustrate the adversaries efforts and preclude their options while expanding our own, selecting the time and place of our choosing as the world's most resilient and agile air mobility force.

**INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE (ISR) ... *global eyes and ears on adversaries.*** The Fiscal Year 2018 Reserve focus, in response to the joint warfighter demand, establishes a new ISR Wing, 2 ISR Groups, 14 Intelligence squadrons, and adds 9 intelligence targeteers – supporting all four layers of the National Defense Strategy *Global Operating Model*.

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**COMMAND AND CONTROL ... *right info, right person, right time.*** America's Air Force Reserve holds a critical role in Total Force command and control, employing three squadrons dedicated to Combatant Command's Air Operation Center's steady state and surge activities – employing the AN/USQ-163 Falconer Air and Space Operations (AOC) Weapons System and directly supporting service and joint staffs. These units ensure both Pacific and Central Commands are postured with command, control, and communications capabilities that project joint force lethality.

## **AMERICA'S RESERVE ALIGNED WITH AIR FORCE STRATEGIC DIRECTION**

The Air Force Reserve budget request of \$5.1 billion for Fiscal Year 2019, builds on the progress made in 2018, to amplify the readiness of the force, project lethality, and cost-effectively modernize. Sustaining these efforts requires predictable, sufficient, and flexible budgets.

In alignment with our Service and National Defense Strategy, our budget prioritizes long-term readiness supporting Air Force Reserve contributions in the Pacific and European theaters. Our Reserve focus continues to be readiness through theater specific training sets and weapon system modernization that addresses increased peer competition in today and tomorrow's battle space.

Associations with our Active Component remain the foundational organizational construct of our Air Force Reserve where two thirds of all Air Force associations reside. Associations ensure we continue to capture seasoned active airmen for continued service, leverage scarce resources in organizational efficiencies and improve our lethality through shared training and combat experiences. The bottom line is that Association models leverage unique strengths of each component to capitalize on recruitment, retention and readiness.

## **CONTINUING EFFORTS**

Some elements of this budget *continue* programs and strategies that are underway:

**AMPLIFY READINESS:** America's Air Force Reserve always trains to the same standards and maintains the same level of readiness as the Active Component. We balance our baseline budget of a Strategic Reserve with the day-to-day operational demands of our force. We are in an age of constant global competition where the Air Force Reserve, while funded as a strategic resource, is essential as a daily operational contributor. We are reviewing opportunities to change the strategic model of "part time – full time" Airmen to leverage Reserve operational lethality without breaking strategic readiness.

**PEOPLE:** Reserve readiness requires manpower end-strength commensurate with global demand. In Fiscal Year 2019, we seek an increase of 200 positions, primarily to support Force Protection and Special Operations Intelligence growth areas. As we increase the base of Reserve Citizen Airmen, our personnel programs must adapt as well. As a retention initiative in our critically manned pilot and maintainer community, we will continue to propose a change in law to allow Tricare Reserve Select for our Title 5 Air Reserve

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Technicians. This effort, along with a rebalance of full-time support across our squadrons, will bolster recruiting and retention in critical skills areas.

**NUCLEAR DETERRENCE:** Central to the projection of Total Force nuclear response, the Reserve is postured in disciplined readiness with B-52 aircrews as a key enterprise contributor. The initiative to develop replacement engines for the B-52 will capitalize on the lethality of this proven aircraft and the seasoned Reserve Citizen Airmen that employ them.

**SPACE SUPERIORITY:** We have 11 space units in America's Air Force Reserve which align under Air Combat Command and Air Force Space Command - 10 Classic Associations and 1 national level association. Our Classic Association partnership supporting the Space Test and Training Range at Schriever Air Force Base ensures readiness of the only range of its kind in the Defense Department. Increased budget proposals led to an overall increase of 55 positions throughout the 26th Space Aggressor Squadron.

**MULTI-DOMAIN COMMAND AND CONTROL:** The Air Force budget proposal focused on modernizing seven E-3 Airborne Warning and Control System (AWACS) aircraft will continue to ensure our Airmen in our Classic Association unit stand ready to employ one of the world's most sophisticated Command and Control resources.

**AIR SUPERIORITY:** Years of seasoned combat experience are a hallmark of America's Air Force Reserve Citizen Airmen who fly the most sophisticated 5th generation fighters in the world. The Air Force five-year plan and associated Fiscal Year 19 budget capitalizes on the Reserve's seasoned experience by directly increasing the overall manpower within our F-35 schoolhouse by 72 positions, enhancing electronic warfare, and control of the electromagnetic spectrum across the air superiority enterprise.

## **BUDGET PRIORITIES**

**IMPROVING WARFIGHTING READINESS:** Readiness is first and foremost about having enough trained people. We are recruiting to 343 pilot and 2,143 maintainer vacancies. To expedite recruitment, we increased pilot training selection boards from two per year to six per year; in maintenance, Office of Personnel Management delegated Direct Hiring Authority to the Office of the Secretary of Defense to reduce accession times.

As we continue to bolster our lethality, we leverage five major levers of readiness; Critical Skills availability, Training Resource availability, Weapon System sustainment, Flying Hour Program, and Operations and Personnel Tempo. The flexibility in balance between levers of readiness gives the business model its strength, as each lever is mutually supporting.

Funding for Weapon System Sustainment in the Fiscal Year 2019 budget accounts for 76% of the program's baseline. Leveraging of Overseas Contingency Operations (OCO) funding increases our program to 83% of our baseline request. The Air Force Reserve seeks a stable and predictable budget by reducing reliance on OCO funding and increasing our baseline budget. The Reserve capacity to execute additional increase in our baseline exists with the retention of

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the A-10, C130H and the KC-135 and associated costs in system sustainment of these mature platforms.

In the Flying Hour Program, we seek a \$49.7M increase from Fiscal Year 18 – a total of \$739,194,000. This increase ensures sufficient funding of higher cost C-17 hours as one of our wings converts from C-130s to C-17s. It also adds flying hours in support of the buyback of two, eventually eight, C-5 aircraft. Additionally, hours are added for the fielding of the KC-46 program. The budget increase supports the capacity of Reserve resources (aircrew, maintenance, and aircraft) to execute the Flying Hour Program.

**STRENGTHENING ALLIANCES:** The Air Force Reserve, in alignment with the Total Force, will continue to build on our efforts to assist our allies and partners in times of peace and war. The diversity of our Reserve Citizen Airmen remains a unique and valuable attribute to maturing existing and future partnerships and alliances. America's Air Force Reserve hosts one of the nation's top Foreign Military Sales training wings led by Citizen Airmen. The wing refines partner and ally nation's fighter pilots and maintainers into a robust constellation of lethality ready to prevail in conflict and preserve peace through strength.

**CONCLUSION:**

The Air Force Reserve will remain an integrated, flexible, and lethal force of Airmen indispensable to the fight across the domains and across the globe. We continue to build and shape our combat force for the future ever focused and always vigilant of the reemergence of great power competition. Thank you for your tremendous support of America's Air Force Reserve.