

**Senate Commerce Committee Coast Guard Nominee Questionnaire  
117<sup>th</sup> Congress**

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type “None” or “Not Applicable” if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., “A”, “B”, etc.) on a new sheet of paper.

**A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS**

1. Name (Include any former names or nicknames used):

- *Michael E. Campbell (Mike)*

2. Position to which nominated: *Rear Admiral (lower half) (O-7)*

3. Date of Nomination: *26 August 2022*

4. Address (List current place of residence and office addresses):

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- *OFFICE: Coast Guard Island, Building 52, Alameda, CA 94501*

5. Date and Place of Birth:

- *08 July 1972, Philadelphia, PA*

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

- *SPOUSE:*
  - *Elizabeth A Campbell, Procurement Sourcing Senior Manager, Florida Blue, Jacksonville, Florida (Also retired from the USCGR as a CAPTAIN in 2018)*
- *CHILDREN:*
  - *Alicia B. Campbell (22)*

- *Shannon A Campbell (21)*

7. List all college and graduate degrees. Provide year and school attended.

- *USCGA Class of 1994: BS Naval Architecture and Marine Engineering*
- *Johns Hopkins University Class of 2007: MS Systems Engineering*
- *National Defense University Class of 2017: MS National Resource Strategy*

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

- *I have served as an active duty Coast Guard Officer since 18 May 1994. Please see my official Coast Guard biography for detailed information.*

9. Attach a copy of your resume.

- *My official Coast Guard biography is attached.*

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

- *None.*

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

- *None.*

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you

do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

- *US Coast Guard Academy Alumni Association, 1994-present*
- *Coast Guard Aviation Association, 1998-present*
- *Project Management Institute (PMI), 2008-present*
- *Marine's Memorial Association, 2016-present*

- *These organizations do not restrict membership on the basis of sex, race, color, religion, national origin, age, or disability. I do not hold positions in these organizations.*

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

- *No.*

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

- *None.*

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

- *None.*

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

- *Meritorious Service Medal (x3)*
- *USCG Commendation Medal (x3)*
- *USCG Achievement Medal (x4)*
- *DHS Senior Fellow*
- *Project Management Professional (PMP®), Project Management Institute*
- *Department of Homeland Security (DHS) Program Manager Level III*
- *National Defense University Eisenhower School distinguished graduate*
- *National Defense University Eisenhower School Ambassador's Award for Excellence in Research and Writing in the Field of Diplomacy and International Affairs*
- *Naval Post Graduate School, Center for Homeland Defense and Security Executive Leaders Program Fellow*

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

- *None.*

18. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an "alias" or "handle" you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

- *Facebook: Mike Campbell*  
(<https://www.facebook.com/mike.campbell.7503314>)

- *LinkedIn: Mike Campbell (<https://www.linkedin.com/in/mike-campbell-8947031>)*
- *Instagram: MECampbell94*

19. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

- *None.*

20. Given the current mission, major programs, and major operational objectives of the Coast Guard, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

*Background and experience: I have had the opportunity to serve in a wide array of operational, mission support, and leadership positions within the Coast Guard over the past 28+ years. In the early part of my career, I was able to master my craft in front line operations and mission support. I drove ships, managed extensive shipboard depot level maintenance and repair, flew Coast Guard aircraft, and deployed all over the Western Hemisphere performing nearly all of our Coast Guard statutory missions. I gained invaluable experience and understanding of the level of proficiency that our men and women need in order to perform high risk operations, and provide technically challenging engineering support of our complex assets.*

*Following the completion of my first graduate degree program in Systems Engineering, I reported as an Acquisition Program Manager to the Coast Guard's troubled Deepwater program, and was a major part of creating what it now our CG-9 Acquisition Directorate. I was one of the earliest program managers (PM) to earn a DHS Level III Acquisition PM certification and was the first PM directly responsible for the \$1.1B H-65 Conversion Sustainment Project, leading CG-9 to its first successful acquisition Decision Event (ADE) approval within DHS. During this time, I also served in a 3 month rotational assignment within CBP. These opportunities allowed me to gain extensive experience, not only in major acquisition program management, but in the complete Planning,*

*Programming, Budgeting and Execution (PPBE) process for a major agency's resource management.*

*In my last several years in the service, I served in a host of senior leadership Command and Control assignments, including command of two very high operational tempo aviation units. In these positions, I was directly responsible and accountable for leading hundreds of Coast Guard men and women in the safe execution of high risk aviation operations throughout the Western Hemisphere. I gained enormous experience in leading people, training and equipping mission-ready crews, and balancing limited resources against global Coast Guard mission demand. I also developed a deep understanding and appreciation for the oft-nuanced meaning behind the term "operational risk management" and how to properly balance the mission gain against risk to our men and women.*

*In my current role as the Coast Guard Eleventh District Chief of Staff, I serve as the principal executive level advisor to the District Commander. In this role, I serve as second in command of an operational diverse and demanding 3.3 million square mile, 4 state district that includes a large district staff, 6 major commands, and more than 5600 Active Duty, Reserve, Civilian, and Auxillary workforce. I have established and learned the value of strong working relationships with executive leaders from our numerous Federal, State, and local agencies, as well as our international partners from 10 South and Central American nations.*

*I am humbled and truly grateful for the opportunity to continue to serve as a leader within the agency that I believe whole heartedly provides the American public with more return on tax payer investment than any other in Government. I believe that my 28+ year career experience has helped to develop the strategic vision needed to understand our service's value proposition to the nation, and I strongly desire to be a part of leading this great team of professionals to meet our future challenges. I believe in our Commandant's vision that tomorrow, the world will look different, and so must we as a service if we are to remain relevant and responsive to the public we serve. I am passionate about where we are going in our future across all mission and support areas, and I am thankful to be a part of leading us there.*

21. What do you believe are your responsibilities, if confirmed, to ensure that the Coast Guard has proper management and accounting controls, and what experience do you have in managing a large organization?

*If confirmed, I believe that one of my greatest responsibilities will be to continue to reinforce a service-wide culture committed to strong fiscal stewardship of tax payer dollars. Throughout my career, I have always been impressed by our service men and women's ability to do more with less, and to be able to safely and effectively execute the mission, despite operating some of the oldest and most antiquated equipment. Thanks to significant Congressional support over the past decade+, we have been able to steadily modernize some of our most aged assets with some of the most capable. While we still have a ways to go in modernizing our entire fleet, including our shore infrastructure, now more than ever, we need every Coast Guard man and woman to have the right tools, and equipment to execute our important missions. Equally as important, we need our men and women to work within an organization culture committed to taking care of these major assets to the best of their ability so they will last as long as possible. Leaders can direct their people and put in place management processes to try to influence the desired behavior to adequately maintain our capital assets. But if that sense of stewardship is not shared across the organization, that belief that "I need to take care of this equipment as though I bought it with my own money," then the effort would be for naught. I believe our Coast Guard men and women have demonstrated that commitment to stewardship. I want to help put in place the management and accounting controls, but more importantly to strengthen that culture and commitment to stewardship to carry us for years to come.*

*As Commanding Officer of two major aviation commands with hundreds of people assigned, multiple millions of dollars in annual operating budgets, and hundreds of millions in capital assets to maintain, I have extensive experience in managing large organizations. In my current position of district Chief of Staff, I lead a staff of nearly 200 personnel, and provide executive oversight and management of a district-wide workforce of more than 5600. I am responsible for the executive leadership of 6 major commands, and the management of 20 aircraft, 19 Coast Guard Cutters, and 14 small boat stations located throughout the California Coastal Region. This position has afforded me the opportunity to develop and strengthen my strategic leadership and*

*management skills across nearly all Coast Guard mission areas, while mastering the fiscal management and execution of tens of millions in annual operating budgets.*

22. What do you believe to be the top three challenges facing the Coast Guard, and why?

*a. Recruiting / Training / Retaining a Tech Savvy workforce: Today's workforce, the type of skills that are needed, and the source of career motivation are quite different from when I entered the service more than 32 years ago. However, general recruiting practices, as well as our human resource policies and organic training systems have not kept pace. Our human resource strategies and policies need to be nimble, adaptive, and more responsive to the needs of the workforce we are competing to hire. As our missions grow, our workforce evolves, and the tools we use continue to modernize, we must find ways to re-image our service to become more appealing to more diverse, inclusive, and technically savvy future generations so we become the employer of choice. To keep pace with this change, we must also develop flexible, adaptable training programs that provide the technical and leadership skills that our people need as they progress through their career in every assignment so they choose to remain within our workforce.*

*b. Innovative Use of New Technology: Corporate and private sectors are already reaping the benefits of readily available sensors, big-data networks, and artificial intelligence. The Coast Guard must continue to embrace these technologies and infuse them into our operations much more quickly. We must be willing to invest and introduce mission enhancing new technology into our operations while increasing our tolerance to risks that are inherent with early adoption of such new technology. The risk of failures will always be present, but the opportunity cost of waiting until the perfect solution can be thoroughly tested and fielded often exceeds those failure costs, especially as the technology becomes more and more available off the shelf. Small unmanned systems, ubiquitous sensor systems, space based domain awareness capabilities, big data, and the AI to rapidly exploit it all is available now and could drastically change the way we conduct our operations for the better and at lower cost. We need to embrace this technology sooner, and be willing to accept warranted risk in the greater search for better, faster, and cheaper.*



c. Financial Management & Execution: While I do believe this problem to be a relatively short term (1-2 year) challenge the Coast Guard faces, our recent major transitions to a new yet under-developed Financial Management System (FSMS), a new Common Appropriation Structure (CAS), and the still maturing Business Process Re-engineering (BPR) procurement structure, all at nearly the same time, has proven to be severely degrading. Coupled with the fact that we are short in procurement and contracting professionals and have a nearly 20% turn-over rate in contracting personnel each year, our service's ability to effectively execute our annual budget is a challenge that requires significantly more resource hours from other operational and mission support areas. As an agile and resilient service, we have and continue to adapt to make it work, but only at the expense of other operational and mission support areas. We have been surging personnel from around the service for the better part of FY22 in order to help correct the thousands of financial discrepancies and to pay long overdue bills and invoices. We also continue to work with the Department and software contractor to further develop and modify the new financial management system to provide the data transparency, accuracy, and execution that we need. This issue has created a financial bottle neck across the organization and has driven less than optimal and unsustainable work-arounds. FY22 budget execution has been a significantly labor intensive challenge, and FY23 is going to start out only slightly better than FY22. We must remain committed to fully integrating our new system correctly, we need to recruit and retain more contracting personnel, and we need to get our entire procurement and financial management workforce trained and proficient in our new systems.

## B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

- *Please see my nominee PFDR.*

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

- *No.*

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

- *None, but should one arise I will obtain advice from a Coast Guard ethics official and will follow that advice.*

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

- *None, but should one arise I will obtain advice from a Coast Guard ethics official and will follow that advice.*

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

- *None, but should one arise I will obtain advice from a Coast Guard ethics official and will follow that advice.*

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

- *None.*

## C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, an Inspector General, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:
  - a. Provide the name of agency, association, committee, or group;
  - b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
  - c. Describe the citation, disciplinary action, complaint, or personnel action;
  - d. Provide the results of the citation, disciplinary action, complaint, or personnel action.
  - *No.*
2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.
  - *No.*
3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.
  - *No.*
4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.
  - *No.*
5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of race, color, national origin, religion, sex (including gender identity, sexual orientation, and pregnancy), age, disability, genetic information, marital status, parental

status, political affiliation, engagement in a protected Equal Employment Opportunity/Equal Opportunity (EEO/EO) activity, whistleblower activity, or any other basis? If so, please explain.

- *No.*

6. If you have ever served as a general court-martial convening authority involving sexual misconduct or assault, have you ever disapproved the findings of a court-martial related to the offense(s) or reduced the sentence adjudged by a court-martial, other than in connection with a pre-trial agreement?

- *No.*

7. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

- *None.*

## **D. RELATIONSHIP WITH COMMITTEE**

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

- *Yes.*

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures?

- *Yes.*

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

- *Yes.*

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

- *Yes.*

5. Do you agree, if confirmed, to keep this Committee, its subcommittees, other appropriate Committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided?

- *Yes, in accordance with law and DHS policy and guidance.*

6. Do you agree, if confirmed, and on request, to provide this Committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request?
  - *Yes, in accordance with law and DHS policy and guidance.*
  
7. Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this Committee, its subcommittees, and any other appropriate committee of Congress?
  - *Yes.*

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(Nominee is to include this signed affidavit along with answers to the above questions.)

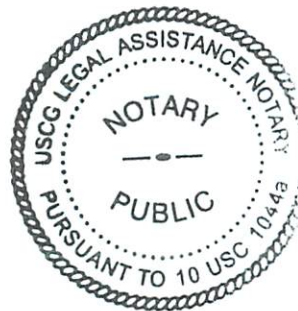
**F. AFFIDAVIT**

MICHAEL E. CAMPBELL being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

  
\_\_\_\_\_  
Signature of Nominee

Subscribed and sworn before me this 31<sup>st</sup> day of AUGUST, 20 22.

  
\_\_\_\_\_  
Notary Public







# Captain Mike Campbell

## United States Coast Guard

### Chief of Staff

### Eleventh Coast Guard District



Captain Mike Campbell assumed the duties as the Chief of Staff for the Eleventh Coast Guard District in June 2021. As Chief of Staff, he is the principle advisor to the District Commander on all Coast Guard missions conducted in the states of California, Arizona, Nevada, and Utah and the coastal and offshore waters to include more than 3.3 million square miles extending from the CA/OR border to Peru. Previously serving as Chief of Response for the Eleventh Coast Guard District, Captain Campbell also served in various command and control assignments including Executive Officer of Air Station / Sector Field Office (SFO) Port Angeles, WA, and Commanding Officer of both Air Station San Francisco, CA and HITRON Jacksonville, FL.

Originally from Cape May, New Jersey, Captain Campbell received his commission from the Coast Guard Academy in 1994. His first assignment was as Engineer and Deck Watch Officer aboard CGC NORTHLAND in Portsmouth, Virginia. Following this afloat tour, he served as a Port Engineer at Naval Engineering Support Unit, New Orleans before reporting to Naval Flight Training in Pensacola, Florida, where he earned his wings in May 1998.

Captain Campbell reported as part of the “Plank Owner” crew for the newly established Group-Air Station Atlantic City, New Jersey where he qualified as an HH-65A/B Aircraft Commander. During this tour, he was designated as a Coast Guard Aeronautical Engineer and was selected to become the first Aeronautical Engineer Officer of the newly established Helicopter Interdiction Tactical Squadron (HITRON-10). In late 2001, he reported to Cecil Field in Jacksonville, Florida as the Aeronautical Engineer Officer and Contracting Officer’s Technical Representative (COTR) for the unit’s eight leased Agusta 109E helicopters (designated as the Coast Guard MH-68A “Stingray”). Captain Campbell was again part of the “Plank Owner” crew as the new unit was commissioned as HITRON Jacksonville. He qualified as Mission Commander and Instructor Pilot performing the unit’s unique Airborne Use of Force (AUF) counter narcotics mission operating from Coast Guard Cutters deployed throughout the Caribbean and Eastern Pacific theatres.

Captain Campbell’s staff assignments included serving as the Project Manager for the H-65 Helicopter Conversion / Sustainment major acquisition project. He managed the \$1.15B program to modernize the Coast Guard’s fleet of 102 H-65 helicopters from 2007 to 2011.

Captain Campbell holds a Bachelor of Science in Naval Architecture and Marine Engineering from the Coast Guard Academy, a Master of Science in Systems Engineering from The Johns Hopkins University, and a Master of Science in National Resource Strategy from the National Defense University Eisenhower School in Washington DC. He is a DHS Senior Fellow, a graduate of the Center for Homeland Defense and Security Executive Leaders Program and held DHS Level III Acquisition certifications in both Program Management and Systems Engineering.

## **CAPT Michael E. Campbell**

YG 1994 (DOR Sep 2016)

1056118

### **Current Assignment**

Eleventh Coast Guard District, Chief of Staff, June 2021

### **Assignment History**

May 20 – Jun 21 Eleventh Coast Guard District, Chief of Response  
Jun 17 – May 20 USCG HITRON Jacksonville, Commanding Officer, CAPT  
Aug 16 – Jun 17 National Defense University, Eisenhower School, Duty Under Instruction, CDR/CAPT  
Jun 14 – Jul 16 USCG Air Station San Francisco, Commanding Officer, CDR  
Jul 11 – Jun 14 USCG Air Station/Sector Field Office Port Angeles, Executive Officer, CDR  
Jan 07 – Jun 11 CG-931, Acquisition Project Manager, H65 Conversion Project, LCDR/CDR  
Jun 05 – Dec 06 Johns Hopkins University, Aero Engineer PG School, Duty Under Instruction, LCDR  
Jan 02 – Jun 05 USCG HITRON Jacksonville, Aviation Engineer Officer, Instructor Pilot, LT/LCDR  
Jun 98 – Dec 01 USCG Group-Air Station Atlantic City, Asst Group Engineer, Aviator, LT  
Feb 97 – Jun 98 Naval Flight Training, Duty Under Instruction, LTJG  
Aug 96 – Feb 97 Naval Engineering Support Unit New Orleans, Port Engineer, LTJG  
Jun 94 – Jul 96 USCGC NORTHLAND, Damage Control Assistant, OOD/EOW, ENS/LTJG

### **Educational Summary**

2020 TRACEN Yorktown, SAR Mission Coordinator Course  
2018 Naval PG School Center for Homeland Defense and Security Executive Leaders Program  
2017 NDU Eisenhower School, Masters of Science in National Resource Strategy  
2017 Defense Acquisition University Senior Acquisitions Course  
2011 TRACEN Yorktown Sector Commander and Search and Rescue Supervisor Courses  
2009 Defense Acquisition University Technical Leadership in Systems Engineering  
2008 Naval Post Graduate School Advanced Acquisition Program  
2007 Johns Hopkins University, Masters of Science in Systems Engineering  
1994 USCGA, Bachelors of Science in Naval Architecture Marine Engineering

### **Military Personal Awards and Significant National Recognition or Achievement**

MSM (3), COM (3), ACH (4), LOC (2)

2018 Unit selected for DHS Secretary's Unity of Effort and Exceptional Stewardship awards  
2018 Unit selected for White House US Interdiction Committee Award  
2017 Eisenhower School Distinguished Graduate and Ambassador's Award for Excellence in Research and Writing in the Field of Diplomacy and International Affairs  
2010 Department of Homeland Security Senior Fellow

### **Significant Current Professional Credentials or Recent Activities**

USCG lead on the California Coastal Region RECOM Executive Steering Committee, 2020-2021  
Deployed to EastPac and Carib aboard WMECs as fully qualified Airborne Use of Force Mission Cmdr – personally netted 6 gofast drug vessel interdictions, 2019/2020  
President of Major Incident Investigation Board for Class B Aircraft Mishap, 2018  
Deployed to D8 Unified Command Staff as Aviation Lead during Hurricane Harvey Response, 2017  
Led efforts to establish Forward Operating Base Ventura County following AirSta LA closure, May 2016  
Level III DHS Acquisition Certifications: Program Manager & Systems Engineer since 2008  
Project Management Institute, Project Manager Professional Certification 2008-2021