



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER AND SCHOOL  
3004 ARDENNES STREET, STOP A  
FORT BRAGG NC 28310-9610

AOJK-PO

1 January 2016

Commanding General  
U.S. Army John F. Kennedy Special Warfare Center and School, AOJK-SGS  
Attention: President of the Regimental Honors Program Board  
3004 Ardennes Street  
Fort Bragg, NC 28310-9610

Dear Mr. President,

It is my distinct honor to recommend Colonel Robert A. Doe for award of the MG Robert A. McClure Gold medal.

Colonel Robert A. Doe distinguished himself by exceptionally meritorious service as a PSYOP officer since becoming a PSYOP Officer in March of 1997. As a PSYOP Officer he has served in a succession of positions of increasing importance and responsibility, culminating as the Psychological Operations (PSYOP) Commandant, United States Army John F. Kennedy Special Warfare Center & School / The Army Special Operations Center of Excellence. His performance as a PSYOP Officer for over twenty years highlights a dedicated and self-less career of over 30 years of non-commissioned and commissioned service to the Nation. Colonel Doe' PSYOP assignments over this 20 year period includes a combined 32 months of combat deployment in Iraq and Afghanistan where he served at the operational tip of the spear.

Some of COL Does' career highlights include:

a. From August 2007 to May 2009, then-Lieutenant Colonel Doe distinguished himself as the senior PSYOP officer for XVIII Airborne Corps in its preparation and deployment as Multi National Corps - Iraq (MNC-I). Lieutenant Colonel Doe oversaw the establishment of MNC-I Internet operations, the only approved Corps-level Interactive Internet Activities in the Army. This enabled MNC-I to engage the enemy in the virtual battlespace, and enabled the MNC-I Commander to conduct synchronized influence operations from the tactical to the strategic level to support the counterinsurgency fight in Iraq. Lieutenant Colonel Doe managed the PSYOP force structure of US forces in Iraq by planning, staffing, and executing MNC-I PSYOP force posture plans that ensured the XVIII Airborne Corps was able to meet its requirements for PSYOP support across the Iraqi theater.

b. From June 2009 to April 2011, Colonel Doe served the Chief USCENTCOM Branch of the Military Information Support Directorate (MISD), Joint Military Information Support Command (JMISC), USSOCOM. He was USSOCOM's primary liaison officer between the Joint Staff (JS), USCENTCOM and other US government agencies for the development and integration of trans-regional PSYOP plans, programs and products. His ability to think and operate at the strategic level resulted in the integration of MISO within the interagency,

achieving measurable effects to counter the facilitation and recruitment by violent extremist organizations and disrupting the flow of foreign fighters into Iraq and Afghanistan. His ability to synthesize and clearly articulate complex and sensitive influence programs resulted in gaining Congressional funding and Ambassadors approval. He effectively established reach back procedures with forward deployed USCENTCOM HQs, further enhancing their capabilities to plan and conduct influence programs and activities supporting a myriad of overseas contingency operations. Colonel Doe led a major effort to counter threat finance activities in support of the US Treasury Department and USCENTCOM's Interagency Group. He meticulously planned, managed, executed, and assessed a \$100 million in regional programing to counter violent extremism.

c. From April 2011 to July 2011, Colonel Doe deployed on extremely short notice to take over the Combined Joint Psychological Operations Task Force (CJPOTF), and serve as senior PSYOP advisor to the Commander International Security Assistance Force (ISAF) Joint Command, Kabul, Afghanistan, executing a \$23.5 million dollar MISO budget. With very little time transition time, he immediately assumed command and made an outstanding impression upon the entire NATO staff at this headquarters, greatly facilitating the conduct of PSYOP in support of combat operations. He molded his international staff comprised of mostly non-PSYOP personnel into a high performing and cohesive Task Force noted for conducting highly effective PSYOP programs against insurgent forces. Colonel Does' professionalism facilitated the gaining of approval from the Afghan Ministries of Defense and Interior for influence products in support of a new Afghanistan-wide public information campaign. Colonel Doe planned and executed the CJPOTF's move to another base in Kabul, a move that was commended for its thoroughness by NATO Allied Joint Force Command (JFC) Brunssum.

d. From July 2011 to July 2014, Colonel Doe served as the Chief, Information Operations, HQ, U.S. Army Central, leading the Information Operations effort of the Army Service Component Command operating from the Main Command Post at Shaw, AFB SC and the Operational Command Post in Kuwait. He integrated Information Operations (IO), Military Information Support Operations (MISO), Operations Security (OPSEC) and offensive cyberspace operations (OCO) into all operational planning for ARCENT in support of the Commander, USCENTCOM. Colonel Doe successfully supported all of the command's lines of effort, targeting violent extremist networks and shaping the theater. COL Doe masterfully leveraged his well-deserved reputation in the MISO community to build a coalition of experts to support Third Army. He established strong relationships with CENTCOM and SOCCENT to collaborate on the planning and execution of MISO in the AOR. He also extended his impact with support to the NATO PSYOPS course by serving as the class' senior mentor for students from 15 nations. Colonel Doe also proved invaluable in the standup of a Special Programs Division, ensuring the full integration of Special Technical Operations (STO) into the overall Directorate support to USARCENT. His work resulted in two fully accredited and operational STO facilities, increasing the Commander's ability to conduct STO both in Kuwait and at Shaw Air Force Base. Colonel Doe was instrumental in developing the process that ARCENT used to integrate both lethal fires and non-lethal effects into all of its plans and operations and under his

leadership validated during CENTCOM's INTERNAL LOOK 13-1 exercise. Colonel Doe led the ARCENT Special Technical Operations (STO) division that was singled out by the CENTCOM commander as the example of how he expects all CENTCOM component STO programs to support the command. On extremely short notice during this time frame, he volunteered to deploy and serve as the Deputy Chief of Staff for the Operational Command Post - Kuwait.

e. From July 2014 to May 2015, Colonel Doe served as the Commander, Military Information Support Task Force Afghanistan (MISTF-A), United States Forces - Afghanistan (USFOR-A), where he directed operational and tactical MISO as well as other information-related capabilities to achieve psychological effects and behavior change in select foreign audiences in support of combat missions as part of Operations ENDURING FREEDOM and FREEDOM'S SENTINEL. Colonel Doe led MISTF-A to achieve exceptional effects on the battlefield, resulting in a significant decrease in the Afghan population's support for the insurgency and increasing support for the Afghan Government. He successfully relocated the unit in the middle of the fighting season with no degradation to mission support and no injury to personnel or loss of equipment.

f. From August 2015 to September 2016, Colonel Doe served as the Commandant, Psychological Operations (PSYOP) Regiment at the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) / Special Operations Center of Excellence. Colonel Doe drove the development of all Army MISO doctrine and training supporting both Army Special Operations Forces (ARSOF) and Conventional Force PSYOP Soldiers. His ability to create cross-organizational coalitions ensured that MISO doctrinal concepts were integrated into U.S. Army, other Services, and Joint doctrine. Colonel Doe supervised the successful development of Advanced Influence Skills courses, especially the MISO Program Design and Assessment Course (MPDAC), training PSYOP Soldiers to operate at the operational and strategic levels. Colonel Doe fostered an environment in which military and civilian employees thrived, encouraging all to provide critical and out of the box thinking. Colonel Doe developed manning options to include establishing an active component (AC) initial entry training (IET) 37F program to recruit new candidates to fill the PSYOP force with quality Soldiers. Colonel Doe drove the hard staff work across USASOC as well as U.S. Army TRADOC and HQDA G1 to implement this concept. He assisted the Marine Corps in their development of an organic Marine PSYOP capability and led the HQDA effort developing the first ever, Army/SOCOM Force Modernization process for PSYOP, codifying AR 5-22 proponentcy for conventional forces and Special Operations PSYOP. His efforts led to the Army publishing HQDA Memo 5-5, Force Modernization Process for Military Information Support Operations Conventional Force Materiel Requirements. Colonel Doe led efforts to improve SOF/CF interoperability through integration into the Army Warfighting Assessment (AWA) 17.1 and subsequent efforts.

g. Colonel Does' career culminates as the PSYOP Commandant at the United States Army John F. Kennedy Special Warfare Center and School. In this role COL Does' efforts will have a lasting impact on the regiment in Doctrine, Training and particularly Personnel. Of most critical

importance was his effort to fix the terrible shortfall in filling the active component PSYOP force. The PSYOP Regiment was unable to fill the force with in-service recruits despite all efforts. COL Doe worked very hard with the Special Operations Recruitment Battalion (SORB) and the United States Army Recruiting Command to ensure all efforts to maximize in-service recruiting were tapped to include a robust effort to assess and select available students who had left the Special Forces pipeline. COL Doe simultaneously developed an accessions program to recruit PSYOP Soldiers through new accessions recruiting off the street. Working diligently with USASOC, TRADOC and HQDA G-1 he gained approval for an Initial Entry Training program that is bringing in recruits through the Military Police One Station Unit Training Program and Airborne School prior to their attendance at PSYOP Assessment and Selection. This keeps all costs in Army channels prior to their arrival at POAS and gives back to the Army approximately 50% Airborne qualified Soldiers in the form of those not selected for PSYOP.

h. COL Doe also successfully institutionalized the mid-career MISO Program Design and Assessment Course (MPDAC) that trains senior NCOs and field grade officers in theater level MISO Program Design and Assessment, a skill identified as critical and lacking by numerous studies and general officers.

i. COL Doe also diligently worked to correct deficiencies in our ability to support the Conventional Force PSYOP unit requirements in our USAR PSYOP Groups. He drove the effort to merge Army, USASOC and USSOCOM MISO 2025 efforts resulting in the Army G-3/5/7 MISO 2025 Working Group effort with Army, USASOC, USSOCOM, USACAPOC and USARC to identify ways and means of meeting the force development requirements for the 2d and 7<sup>th</sup> PSYOP Groups. This resulted in the Department of the Army Memorandum 5-5 being signed codifying roles and responsibilities of the Army as well as USSOCOM in MISO force development.

It is fitting that Colonel Does' career culminates as the PSYOP Commandant because his impact on the PSYOP Regiment through every position he has held has been so significant. Throughout his distinguished career of over 30 years, Colonel Doe consistently demonstrated the qualities and selfless dedication to duty of the consummate professional Soldier. Colonel Does' outstanding service to his country reflects great credit upon himself, the United States Army Special Operations Command, and the United States Army - and warrants the award of the MG Robert A. McClure Gold Medal to recognize his unique contributions to the Regiment.

COL Doe may be reached at [robert.a.doe3.mil@army.mil](mailto:robert.a.doe3.mil@army.mil) or 910-123-4567.

I may be reached at [willnomdeplume@gmail.com](mailto:willnomdeplume@gmail.com) or 910-987-6543 for any questions regarding the nomination for this outstanding noncommissioned officer.

Sincerely,

William L. Nom de Plume

Enclosed

Officer Record Brief

Photo

Narrative of Nominee's Military History and Awards