



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

1500 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-1500

APR 06 2011

RESERVE AFFAIRS

Roger W. Jones Award for Executive Leadership  
Office of the Dean  
School of Public Affairs, Ward 310  
American University  
4400 Massachusetts Avenue, NW  
Washington, DC 20016-8022

Dear Dean LeoGrande:

It is my honor and privilege to nominate Mr. Robert H. Smiley for the prestigious Roger W. Jones Award for Executive Leadership. His work within the Office of the Secretary of Defense (Reserve Affairs) has been exemplary and worthy of the recognition provided by receipt of this award.

As acting Deputy Assistant Secretary of Defense (Reserve Affairs) for Readiness, Training and Mobilization for almost a year, Mr. Smiley has constantly been my most critical senior executive during a period of enormous turbulence. Responding to increased demands on Reserve Component personnel to meet national defense requirements, he initiated a thorough review and revision of numerous policies to improve access to Reservists for global operations while ensuring protections for those same Reservists, their families and employers. He also led his team, along with a wide array of defense professionals in a comprehensive review of the future roles and mission of the National Guard and Reserve, in order to provide the Secretary of Defense with options for the optimal use of Active and Reserve in an era of significant fiscal constraints. At the same time, Bob Smiley provided continuity and sage advice amid significant turnover in leadership here in the Reserve Affairs Secretariat and the five Deputy Assistant Secretariats in our organization. He provided the perfect blend of leadership and mentorship, to guide his staff of senior military personnel in making adjustments to policies, and providing the oversight needed to meet the increased global demands of our military forces and shape the Total Force of the future.

Given his outstanding accomplishments and strong leadership, I ask that you review the supporting documents provided and consider Mr. Robert H. Smiley for selection for this significant award.

Sincerely

A handwritten signature in black ink, appearing to read "D. McGinnis", is written over a large, stylized oval scribble.

David L. McGinnis  
Principal Deputy