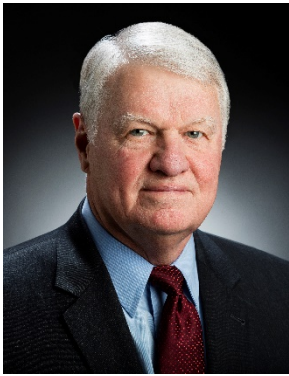




Commission on the National Defense Strategy for the United States

Co-Chairman, Commission on the National Defense Strategy for the United States



Admiral Gary Roughead, USN, Retired was appointed to the Commission by House Armed Services Committee Ranking Member Adam Smith (D-WA).

ADM Roughead currently serves as Robert and Marion Oster Distinguished Military Fellow at the Hoover Institution. He graduated from the U.S. Naval Academy in 1973. In September 2007, Admiral Roughead became the twenty-ninth chief of naval operations after holding six operational commands and is one of only two officers in the Navy's history to have commanded both the Atlantic and Pacific Fleets.

Ashore, he served as the commandant at the U.S. Naval Academy, during which time he led the strategic planning effort that underpinned that institution's first capital campaign. He was also the Navy's chief of legislative affairs, responsible for the Department of the Navy's interaction with Congress, and the deputy commander of the U.S. Pacific Command during the massive relief effort following the 2004 tsunami in Southeast Asia and the Indian Ocean.

As chief of naval operations, Admiral Roughead successfully guided the Navy through a challenging period of transition in fiscal, security, and personnel matters. He stabilized and accelerated ship and aircraft procurement plans, accelerated the Navy's capability and capacity in ballistic missile defense and unmanned air and underwater systems, and directed the service's investigation of climate change and alternative energy. He reestablished the Fourth and Tenth Fleets to better focus on the Western Hemisphere and cyber operations, respectively. Admiral Roughead introduced bold programs to prepare for the primacy of information in warfare and the use of social media within the Navy. He also led the Navy through changes in law and personnel policy to draw more inclusively than ever on the Navy's greatest strength, its sailors.

Admiral Roughead is the recipient of the Defense Distinguished Service Medal, Navy Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, Navy Commendation Medal, Navy Achievement Medal, and various unit and service awards. He has also received awards from several foreign governments.