

**Remarks as delivered  
Admiral Gary Roughead  
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Good morning and, Jake, thank you for that very kind introduction and welcome to, all of you who have traveled many, many miles to come to Newport, I'm pleased that we have been able to order up some decent weather and if last night was any indication, I think we're off to a wonderful start for this symposium.

I would also like to take this opportunity to welcome my colleagues, General Jim Conway and Admiral Thad Allen, commandant of the Marine Corps and commandant of the Coast Guard. Together, we are going to talk about our new maritime strategy, a cooperative strategy for sea power for the 21st century. It is also fitting, I believe, that we unveil this strategy here at the International Sea Power Symposium. And as Jake mentioned, there has never been as large an audience, at any gathering of maritime leaders, as we have here today. It's fitting for that reason, but it's also fitting because our strategy process and our strategy development began here two years ago. It began with the discussions that came from our gathering at the 17th International Sea Power Symposium.

And we heard what was being said; we heard of the increasing interest in the maritime domain and the need for cooperative efforts among all maritime forces around the world in many, many regions. And we began to go down a road to develop the strategy. And that strategy also included something that was very unique from efforts that we had undertaken in our country before because we went forth in that period of time and had what we called "Conversations with our Country" within the United States. We went out and we talked in several large cities: Atlanta, Phoenix, Miami, Seattle, San Francisco. And we brought together in these gatherings leaders in our academic world, leaders in our civic world, and business leaders. And they listened to us as a Navy, as a Marine Corps, and a Coast Guard. And we listened to them.

And what did they see in the Navy, Marine Corps, and Coast Guard and our maritime forces? What did they expect of our forces? Some things came through in every location. One was that the American people expect, demand, that we as a Navy, a Marine Corps, and a Coast Guard, remain strong; that is their expectation.

They also expect our services to defend our territory and to be able to protect our citizens. But they also said that there was an expectation that our activities should be cooperative with other maritime forces around the world. In fact, what came through was that our security and our prosperity is completely linked to the security and prosperity of other nations throughout the world.

There is a system in work, every day, around the world, and in our strategy you'll see that we refer to it as a global system. And much of that system depends on what happens in the maritime environment. But all of us here know that that system is undergoing

constant change every day: the linkages among people, among nations, among economies, and law, and knowledge; it is always undergoing change. And change is a good thing because change gives us opportunities to make adjustment, to pursue new initiatives, and that's what this strategy is about.

We as naval leaders have many responsibilities, but as we developed our strategy it was also clear that we must always be prepared to win wars and to prevent wars and that they (winning and preventing) are equally important to us. As leaders of our Navy, as our Marine Corps, our Coast Guard, we must make decisions, all of us, every day, about the activities that we pursue, the operations that we conduct, the investments that we make, the type of people that we seek to serve in our services. Those are decisions that we must make every day. They are not easy; they continue to be pressurized by the fiscal and the budgetary restraints that we all feel, and those are the decisions that we must make. They will never go away; as much as we may wish and hope, those are with us all the time. And the strategy that we have developed is designed to frame and to organize those types of decisions that we must make.

As we developed our strategy, we identified certain tasks or strategic imperatives that we believe must be realized in order for our strategy to be successful. In the United States -- for the Navy, the Marine Corps, and Coast Guard -- we believe that we must be a global force, a globally positioned force; a force that has credible combat power, that can limit regional issues, that can deter conflict, and that can fight and win when called upon to do so. Fight and win in cooperation with others. Fight and win alone if we must. And that is what we believe.

Our forces will remain globally distributed, but as you will see in our strategy, we call out for those forces to be concentrated in two general areas. One is in the Western Pacific; the other is in the Arabian Gulf and the Indian Ocean region. But the other strategic imperative is that those forces must be able to be moved, to be brought together, to be shaped, to be structured, so that we can conduct operations around the world, operations with friend and partners, with long-standing allies. And you have been able to see those intentions in the last couple of years at work. Our concentration of combat power we have been able to do at levels that we have not seen in decades because we have been able to create the flexibility and the ability to bring forces together and distribute them and move them away.

We have conducted operations with our friends and partners in NATO, an operation-active endeavor, maritime security operations in the Pacific, more activity around South America and in Africa. And in fact, next month Harry Ulrich is leading an operation with one of our amphibious ships on the west coast of Africa that is very cooperative. He spent some time in Washington just a couple of days ago talking about that. But the ability to bring these forces together, concentrate them, distribute them, and conduct operations that we believe add to this cooperative nature that we have regionally around the world.

Those activities in which we have participated have fostered increased cooperation; have led to activities with other countries as we have addressed maritime security considerations. Those are the two strategic imperatives. In order for us to be able to conduct activities that support those imperatives, we have identified what we call our core capabilities. They're core capabilities that are enduring for navies and they have existed for centuries. And they have been a part of our Navy, our Marine Corps, and our Coast Guard since our beginning.

I've already touched on one and that is to be forward with a forward presence, a global forward presence. And from those forces, adding to our sea-based strategic deterrent and our space-based capabilities, those forces are a deterrent force that can be applied. We also must be able to conduct sea control operations, to be able to control local areas of the ocean in order to facilitate operations of mutual benefit or need. And we must be able to project power; when access is denied, we must have the capability to be able to project power and to maintain those capabilities as our core capabilities and as enduring capabilities, as they have been for centuries.

But the strategy also calls out for more and we refer to those as expanded core capabilities. One is maritime security and the others are disaster response and humanitarian assistance. On maritime security, all of us understand that the global system and network and commerce could not happen, could not function, without the free flow on the world's oceans, on the sea lanes of communication. Even those countries that are landlocked are dependent upon that flow of commerce and that flow of activity. But we all know and we have seen it in regions around the world where the disruptions that can occur, whether it's piracy, smuggling of people, of drugs, of weapons, terrorism; all of that disrupts maritime security. And so what are the activities, what are the initiatives that we much undertake to enhance maritime security?

Key to maritime security and that which is the foundation for maritime security is the awareness of that which is moving above, on, and under the ocean, or maritime domain awareness. What must we do to enhance that? And what are the initiatives and programs that we must pursue collectively, cooperatively, collaboratively to enhance the maritime security of the world? That is an expanded core capability.

Disaster relief and humanitarian assistance. There are things that happen in our lifetimes that affect us, and I will tell you, for me, one such event happened a couple of years ago. Many of us in this room were part of the relief effort in the aftermath of the tsunami that swept through Southeast Asia and South Asia in late 2004 and the relief effort continued on for months into 2005. And it demonstrated that in circumstance like that, the ability of maritime forces to come together, of navies and Marine Corps and Coast Guard to come together and provide relief was something that we had a unique capability to do.

But it also showed that without warning, there has to be a basis for those forces to come together. And that is why the area of humanitarian assistance is specified as an expanded capability in the strategy; not because, not just because there is a compelling need to help and assist others, but also because in those activities that we undertake in proactive

humanitarian assistance, we developed the relationships, we develop the procedures, we develop the methods that allow us to be more effective, should something like that happen. And it is not simply an international issue; there is no other officer in our military today who understand that better than Admiral Thad Allen who led the relief effort after our country was struck by Hurricane Katrina.

So, those are the two expanded core capabilities. And I believe that these are not just words because if you look at what our Navy, Marine Corps, and Coast Guard have been doing over the last couple of years, we have begun to move into that area. You have seen us concentrate the power, the conventional power that gives us the forward presence, that provides the sea control, and that provides the power of projection. And we have continued to do that in ways that we have not in the past. But you have also sent the response that we have been able to produce in disaster relief and in movement toward the proactive humanitarian assistance and the deployment of our hospital ships to South America, to Southeast Asia, the operation that Harry has coming up in Africa. And so, we are beginning to move down that path already.

Key to all of this is trust. We believe that trust cannot be surged. Trust is not something that has a switch that you turn on and off. Trust is something that must be built over time. And trust is built through discussions, activities, and through exercises, through initiatives that each of us may undertake and bring others into. It is built on seeking opportunities to work more closely together. And the key element of trust is people. And it is wonderful that we are all here today and to see friends from over the years. But many of us meet for the first time when we come to a symposium like this.

And I believe one of the commitments that we should have as we leave the 18th Sea Power Symposium is to look for those types of activities that support our interests, but that allow the engagement and the interaction of our young people, our young officers, and our young non-commissioned officers, so that many years from now, when the chief of your navy and the chief of my navy are sitting down next to one another, they have known one another for decades and there are friendships that span the years. And I believe that's one of the things that we must particularly focus on.

The ships that we have, the airplanes that we have, submarines are very valuable, but they are nothing without people, and that's why I believe this is one of the key elements that we must all take on and seek ways to advance.

So, that's a quick sketch of our strategy. As I said, it began here two years ago; it has continued with ongoing discussions. It is unique in the engagement that we had within our country in identifying the desires of the American people for our Navy, Marine Corps, and Coast Guard to remain strong, to protect our territory, and to seek cooperative efforts with others.

And I believe that the discussions that we have here in the next couple of days will be a continuation of that process. And that as many of you are in the process of developing strategies today and have plans to work on strategies in the future, that his dialogue is as

helpful to you as it has been for us. And that also that our discussion here allows us to leave with some specific objectives and ambitions and some identified opportunities and initiatives and actions and opportunities that will allow us to go forward as maritime leaders to work in a cooperative way and to use our forces in ways that build a better tomorrow.

That is my hope; I look forward to the next couple of days of discussion, the panels, the sidebars, the breakouts that we will have. And my hope is that when we leave the 18th Sea Power Symposium, that we leave with a commitment to do just that. I look forward to it all, I welcome you all to Newport to this symposium, and it is a great honor to be with all of you today and in the coming week. Thank you very much.