

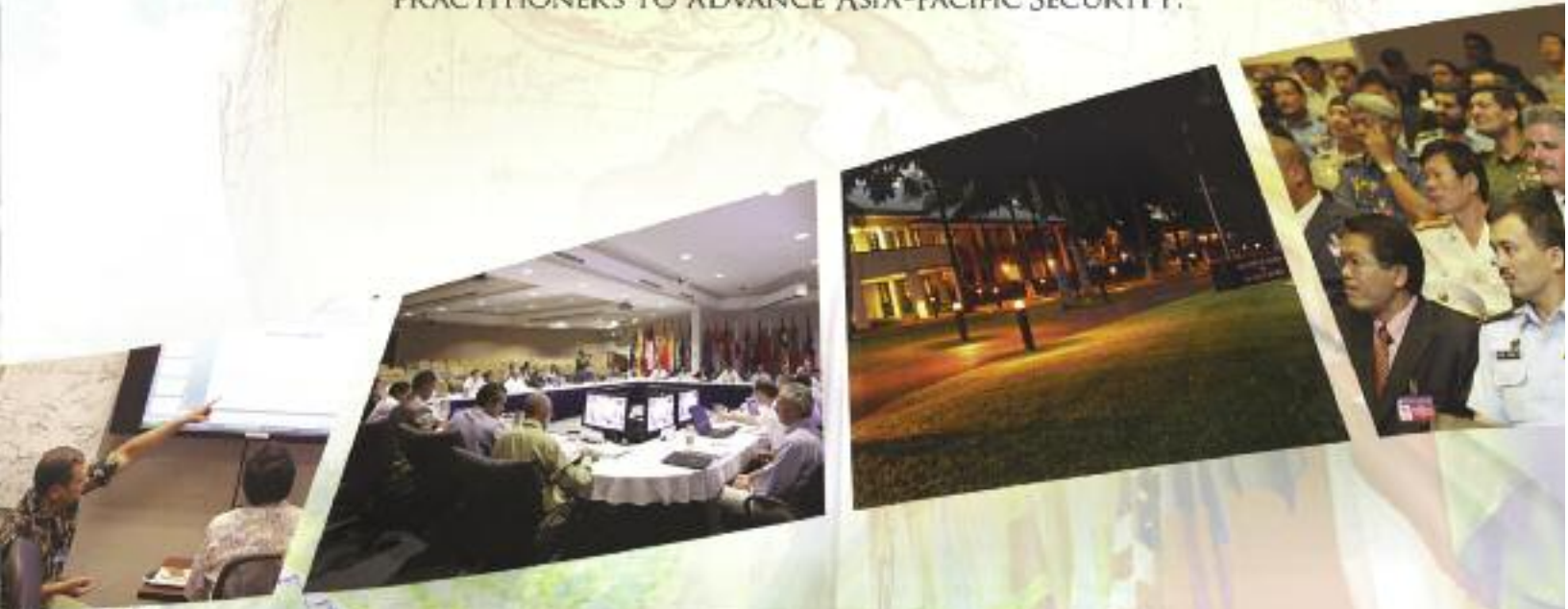


# ANNUAL REPORT 2009



## ASIA-PACIFIC CENTER FOR SECURITY STUDIES

APCSS EDUCATES, CONNECTS AND EMPOWERS SECURITY  
PRACTITIONERS TO ADVANCE ASIA-PACIFIC SECURITY.





## ASIA-PACIFIC CENTER FOR SECURITY STUDIES

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The Asia-Pacific Center for Security Studies (APCSS) is a U.S. Department of Defense academic institute that officially opened Sept. 4, 1995, in Honolulu, Hawaii. The APCSS addresses comprehensive security issues, inviting military and civilian representatives of Asia-Pacific nations and institutions to its program of executive education courses and workshops, at its Honolulu campus and in other Asia-Pacific venues.

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# THE APCSS VISION

ASIA-PACIFIC CENTER FOR SECURITY STUDIES

## MISSION

To educate, connect, and empower security practitioners to advance Asia-Pacific security.

## VISION

Setting the standard for innovative international executive education and leader/organizational development, to help advance multi-national security cooperation and capacity-building.

The Asia-Pacific Center for Security Studies relies on a complex network of formal relationships with stakeholders for program and administrative guidance, as well as informal relationships with various institutes, organizations, and individuals for program execution and capability-building efforts. The Office of the Secretary of Defense (Policy) provides policy guidance and oversight while APCSS falls under the U.S. Pacific Command for operational control. The Defense Security Cooperation Agency is the executive agent for APCSS and the four other Regional Centers.

APCSS works closely with the Department of State and the U.S. embassies within the region, as well as with international and regional institutions, to help nations build capacity.

Finally, individual Alumni and Alumni Associations continue to share the knowledge and networking gained as a result of participating in Center programs, thereby helping build cooperation among nations.



> 4639 Alumni  
45 Alumni Associations  
"Expanding/Modernizing"

# A WORD FROM THE DIRECTOR

As we broadly review APCSS accomplishments in 2009, there is a clear link between leader education and institutional capacities in an expanding security sector throughout the Asia-Pacific region, and adaptive, comprehensive and responsive support to OSD and USPACOM priorities related to security and stability in the region. And, when we look closer at APCSS achievements during 2009, they fall into three primary categories: (1) evolution of our learning model and its various applications, (2) improved intra-organizational management systems and related staff and faculty development, and (3) careful preparation for upgrading operational support to APCSS programs.

In the area of learning model evolution, APCSS has continued to refine several of its academic courses and outreach events, taking full advantage of what we're learning daily from all those we serve. This has resulted in curricular reviews across the board, as well as application of associated pedagogical techniques to best ensure desired learning outcomes. Our comprehensive assessments of all we do have significantly helped to guide the process, complementing extensive APCSS regional travel and marketing. Continued integration of



Lt. Gen. (Ret.) Ed Smith  
Director, Asia-Pacific Center for Security Studies

timely and critically important information into our small group discussions, via our in-place suite of educational technology, is better informing our practice of critical leader articulation, listening, negotiation, collaborative, and teaming skills. Driving small-group discussions, after plenary prefaces which begin each shared learning day, our real-world security "cases" (scenarios), current and anticipated, help focus the security challenges about which our participants are most concerned. Portals of accessible

real-time and factual information facilitate shared learning narratives collaboratively developed by those participating, faculty and fellows.

Further, our continuing effort to connect potential APCSS counterparts continues and complements our thinking about when a mixed format of real and virtual learning audiences is appropriate. And we are proto-typing and beginning to test what we are considering. Bottom line: APCSS continues to improve opportunities for groups of Asia-Pacific professionals to get better at: (1) identifying critical security issues—from interests to strategies to policies that enable and/or inhibit; (2) assessing these

issues with a view toward collaborative improvements; (3) identifying and developing related investment strategies; and (4) connecting critical cohorts of key security influencers.

In the area of improved intra-organizational management systems, APCSS continued to gain and develop outstanding new talent on its staff and faculty. The APCSS College of Security Studies transitioned to a governance model that further empowered the faculty by involving more of them more directly in curricular development, management responsibilities and

intra-faculty development.

Contractor support, moreover, continued as a critically important part of the APCSS mission-support capacity, particularly in functional areas best suited for this unique supply of talent and expertise.

In our effort to better understand our management-process needs, via a comprehensive study of all our major APCSS functions, we have now moved from broad planning goals and objectives, to specific actionable steps, timelines and metrics to ensure accountability and sustained progress towards achieving the APCSS vision.

Beyond that we completed a thorough requirements analysis of our business needs, followed by an extensive evaluation of available software to identify the solutions most capable of replacing our outmoded systems and manual-work processes. In 2009 we also began fielding the first of several new software systems designed to provide APCSS with an integrated Enterprise Knowledge Management System (EKMS). Here the initial focus is on improving our ability to collaborate, organize, store and share information both across the Center and with our customers and sponsors. The next phase, still being coordinated with our resourcers, will provide us with a new system to support our Alumni, Registrar and Reporting functions. And the final phase will focus on supporting our other business needs in human resources, budgeting & accounting, procurement and business intelligence.

Furthermore, we have continued efforts initiated last year to employ Continuous Process Improvement

*“Connecting Alumni,  
via available and emerging  
portals of useful and timely  
security information  
remained a top priority  
during 2009.”*


(CPI) and Lean Six Sigma (LSS) techniques to improve our products and services, all intended to increase the efficiency and effectiveness of APCSS programs.

In the area of careful preparation for enriching operational support to APCSS programs, we have vastly improved our informational technology in the form of multi-input interactive displays, an improved sound system (in the auditorium), and several multi-media projectors in plenary and seminar room spaces. Also underway has been a comprehensive effort to (1) complete a major \$ 2.5 million operations and maintenance upgrade and renovation of the current educational wing of the APCSS complex, (2) complete a renewable energy initiative via a joint DoD-Hawaii photovoltaic project, and (3) continue our detailed planning related to a \$12.7 million Military Construction project to add a new wing at APCSS which will better integrate critical information into our courses and outreach efforts. This wing will build on current APCSS information technology, and related information, to better connect participants, data, analysis and synthesis tools, wherever APCSS programs are underway.

New wing design and requirements analyses during 2009 have helped us understand the needed learning technology inside the wing and how it can potentially increase collaboration expertise and experience among participants, supporting all courses at APCSS as well as distance-learning modules now under study. Not by accident, all 2009 upgrade projects were scheduled and completed with little to no impact on APCSS in-session programs.

Connecting Alumni, via available and emerging portals of useful and timely security information remained a top priority during 2009. Among the now 45 APCSS Alumni Associations, moreover, there are ever-increasing levels of continuing learning activity, normally self-generated and often connected to APCSS.

Also continuing is a planned series of initiatives which will include infrastructural upgrades, enterprise-system leveraging, and human capital strategy development. Intended is an APCSS program suite and campus that will connect all ongoing more efficiently, with better outcomes in all we routinely attempt. Business practices will continue to be reviewed and amended as necessary, and staff, faculty and participant capacity and productivity will be increased, ensuring the APCSS branding continues to set the standard for excellence in all we undertake.

Our mission, to which all of us at APCSS are fully committed, continues to be accomplished to standards clearly signaling excellence. And, the best is yet to come. 

# ORGANIZATIONAL GOALS



**GOAL 1:**  
Champion leading-edge programs advancing knowledge, skills, and relationships to strengthen security collaboration capacities.



**GOAL 2:**  
Attract, develop, and retain highly respected, inspiring, and adaptive team members.



**GOAL 3:**  
Evolve and manage state-of-the-art infrastructure supporting all organizational activities.

**GOAL 4:**  
Continuously improve organizational structures and processes.



# HIGHLIGHTS OF ACCOMPLISHMENTS

## GOAL 1

*Champion leading-edge programs advancing knowledge, skills, and relationships to strengthen security collaboration capacities.*

- Challenged and enabled fellows to connect in-resident course elements and resources with challenges they were facing in their jobs.
- Developed and conducted faculty collaborative research to invigorate APCSS publications with forthcoming “Issues for Engagement Asian Perspectives on Transnational Security Challenge.”
- Among successful outreach activities, initiated a multilateral Security Sector Development Workshop series with country cohorts that enabled participants to collaborate profitably within cohort and with cohorts from other similarly challenges states.
- Collated and disseminated best practices of alumni associations as well as conducting portal connectivity workshops in 9 countries reaching over 400 participants.

## GOAL 2

*Attract, develop, and retain highly respected, inspiring, and adaptive team members.*

- Initiated APCSS’ first comprehensive assessment of Human Capital assets and requirements since the Center

was initially formed. Project will produce an actionable Human Capital Management Plan to guide the transformation of the “current state” organization/workforce towards the “required state” organization/workforce of the future.

- Initiated a faculty development program to further enhance individual skills in seminar facilitation.
- Expanded Human Resources Information on the public website to include information for incoming staff and faculty members.

## GOAL 3

*Evolve and manage state-of-the-art infrastructure supporting all organizational activities.*

- Installed a new visually pleasing, photovoltaic-ready roof on Wing B.
- Technologically transformed seminar rooms, conference rooms and plenary areas.
- Pursued opportunities for energy reduction and reliance on commercial power
- Completed exterior paint project with environmentally safe, heat-reflective paint
- Installed solar-powered extraction fans
- Upgraded Private Branch Exchange (PBX) phone system

## GOAL 4

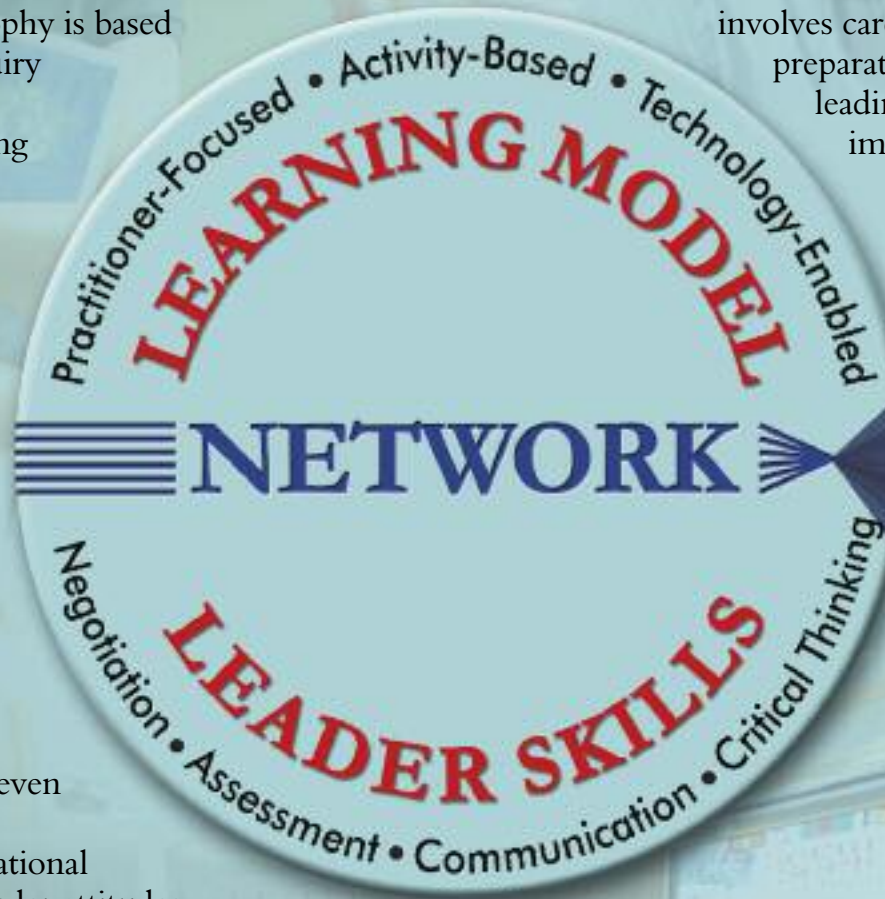
*Continuously improve organizational structures and processes.*

- Completed the Center’s first Lean Six Sigma Workshop; trained the entire leadership team in LSS methods and project management fundamentals; and developed the APCSS “project pipeline” of key business processes scheduled for review.
- Building upon previous efforts to document forty of the Center’s core business processes, completed a detailed information requirements analysis of key business areas; conducted an extensive assessment of available software/vendors best capable of providing the modernized suite of business solutions needed to make up APCSS’ integrated Enterprise Knowledge Management System (EKMS); and hosted software demonstrations and product evaluations involving all the Regional Centers at APCSS.
- Developed a three-phase plan to operationalize the EKMS solution; Phase I initiated September 2009 and focuses on deploying software to improve with Center’s ability to organize, store, retrieve and share our knowledge resources and collaborate with internal and external stakeholders; system deployment and training to be completed in April 2010.

# ACCOMPLISHING THE MISSION

The APCSS learning model, featuring participant-centered, activity-based, and technology-enhanced learning is aimed at leader skill development to instill greater confidence and competence in collaborative assessment, planning, and action. The APCSS educational philosophy is based on intellectual inquiry among security professionals, leading to collaborative assessment, planning and action in practical exercises, role playing, strategy games, and workshops. As the suite of in-residence courses has expanded and the length of individual courses has shortened, APCSS has placed even more emphasis on incorporating educational methods that engender attitudes of life-long learning and stress practical application of knowledge gained. Survey and

other results demonstrate the value of this investment in terms of outcomes and regional effects. For instance, a newly-instituted Fellow's Project, that requires and assists fellows in developing their individual professional goals to be executed on their return home, involves careful and lengthy preparation but is already leading to concrete impacts.







**Culture/Religion**

**Transnational Security/  
Counter Terrorism**

**Globalization**

**Socio-Economic  
Development**

**Governance**

**Energy/Environmental  
Security**

**Security Cooperation**

**Security Sector  
Development**

**Impact of Civil  
Military Operations**

**Homeland Security/  
Weapons of Mass  
Destruction**

**International and  
Non-Governmental  
Organizations/Private sector**

**Disaster Management**

# EDUCATING

## IN-RESIDENT EXECUTIVE EDUCATION COURSES

### COMPREHENSIVE SECURITY DEVELOPMENT (CSD) PROGRAM

Dr. Rouben Azizian, Program Manager

The College of Security Studies reorganized to rationalize and enhance faculty and course contributions to the APCSS mission. By aligning faculty and courses within the Comprehensive Security Development (CSD) and Transnational Security and Crisis Management (TSCM) Programs we achieved the opportunity for: enhanced faculty guidance and mentorship; closer coordination between research and course/outreach needs; and higher synergy and coherence of program elements. With the selection of

two seasoned faculty as Program Managers overseeing the integration and cross fertilization of their assigned courses, the College structure enabled the broadening of curricular development and management opportunity to six discrete course managers—one per resident course. With six months experience, the governance changes in the CSS have demonstrably given tighter focus to our programs, drawn appreciation from the faculty, and provided benefit to the courses. 🌐



*“I’ve gained confidence that I’m ready for a next higher level responsibility. There is no doubt that APCSS has broadened my thinking skills in analyzing critical security issues. It also helped me look at things from a strategic and non-linear point of view rather than from a single frame and traditional linear thinking. The courses on framing, causal loop, and assessing strategic options, to name a few, have really been very useful.”*

Mr. Cyril Cusi (Philippines), ASC09-1

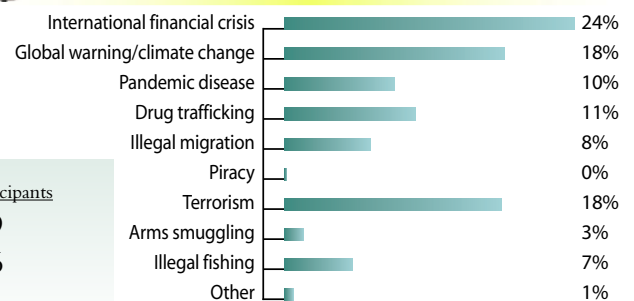
### Advanced Security Cooperation (ASC)

Advanced Security Cooperation (ASC) is a six plus week executive education course that enhances individual leader skills in critical thinking, communication, collaboration and decision-making in complex multinational and culturally diverse environments. The course content focused upon topics to address these objectives, including key strategic trends influencing the international security environment, best practices in governance and security sector development, complex problem analysis, team building,

communication and negotiation skills, interagency coordination, and international cooperation. One of ASC innovations, replicated in other APCSS courses, was the “Fellow’s Project”. During this project, fellows selected and analyzed a problem to address upon their return to their home country. These projects led to a deeper understanding of problem analysis, and provided the added benefit of exposing fellows and faculty to a wide variety of security issues critical to their colleagues. 🌐

### ASC 09-2

#### What are your country's top 3 transnational threats?



Title	Course Manager	# of participants
ASC 09-1	Dr. Rouben Azizian	79
ASC 09-2	Dr. Rollie Lal	86

## Asia-Pacific Orientation Course

The Asia-Pacific Orientation Course (APOC) curriculum received a significant redesign this year to fully support the APCSS mission to educate, connect, and empower security practitioners. The new curriculum design incorporated many features (both format and content) of other APCSS courses.


The center of gravity for learning in this course has shifted from lectures to participant-centered and activity-based seminars, which are the hallmark of the APCSS learning model. Lectures, panel discussions, and seminar activities were synchronized to support the learning objectives of the course. The APOC learning azimuth has also undergone a major transformation -- from a pure survey of the Asia-Pacific region to a tighter thematically-focused series of exchanges.

Unlike other APCSS courses, where attendees are primarily foreign security practitioners, the primary target audience for this course is Americans. Therefore, the theme, understanding U.S. interests in light of the interests of other



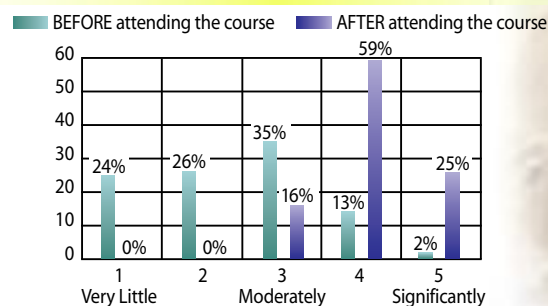
countries in the Asia Pacific, meets the educational needs of U.S. Pacific Command and the U.S. government security practitioners working in the Asia-Pacific region. The new features within the course have received positive endorsements from both fellows and faculty who have participated.

This course duration is five days in length and is conducted two-to-three times per year. However, in 2009, per request, an iteration of

APOC was conducted in Washington D.C. under the sponsorship of the Defense Threat Reduction Agency (DTRA). In 2009, a total of 228 fellows successfully completed APOC. 



### APOC 09-3 Overall knowledge and understanding of the U.S. and Regional Interests in the Asia-Pacific Region



Title	Course Manager	# of participants
APOC 09-1	Dr. Elizabeth Van Wie Davis	91
APOC 09-2	LTC Matt Schwab	52
APOC 09-3	Ms. Miemie Byrd	85

## Senior Asia-Pacific Orientation Course


The Senior Asia-Pacific Orientation Course was held at APCSS from February 10-12, 2009. SEAPOC 09-1 provided an executive level orientation on current and anticipated trends and issues shaping the Asia-Pacific security environment, equipping Senior Fellows with security issue policy and cultural perspectives important for interaction and engagement with Asia-Pacific

nations. This course was designed to directly support the U.S. Pacific Command and selected DoD agencies by providing senior staff an educational environment to create a foundation of knowledge and build upon already existing Asia-Pacific experiences.

Feedback from 11 senior Fellows and contributing faculty suggests that course objectives were met to a high standard. Subject matter lectures covering regional players, transnational issues and emerging threats were well received. Elective

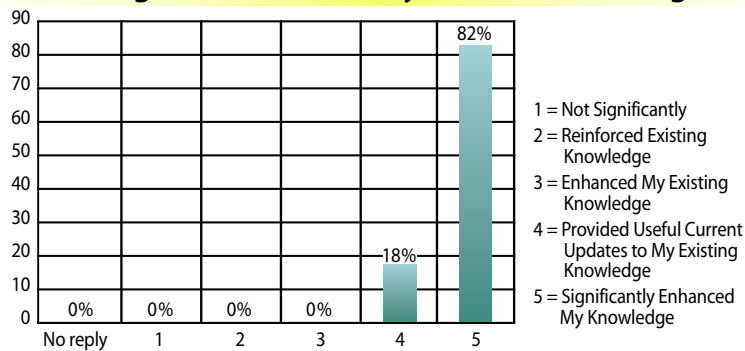


periods, selected individually by Fellows, resulted in personalized seminar sessions with dedicated Faculty and were key to success in providing tailored executive education to PACOM, DoD and other U.S. government senior leaders.

In terms of future improvements, future courses will build on success in 2009 by focusing discussions at the strategic level and providing even greater subject matter tailorability (either through electives or some other format), while retaining opportunities for peer-to-peer discussion. 

### SEAPOC 09-1

**Please rate how well the Senior Executive Asia-Pacific Orientation Course has enhanced your understanding of the Asia-Pacific region and the security issues and challenges faced?**



Title	Course Manager	# of participants
SEAPOC 09-1	Dr. Elizabeth Van Wie Davis Kerry Lynn Nankivell	11

# IN-RESIDENT EXECUTIVE EDUCATION COURSES

## TRANSNATIONAL SECURITY AND CRISIS MANAGEMENT (TSCM) PROGRAM

Dr. Alfred Oehlers, Program Manager

### Comprehensive Crisis Management (CCM)


Offered once a year, the four-week Comprehensive Crisis Management (CCM) course focuses on enhancing strategic leader skills in managing natural and man-made crises. Mid-career to senior practitioners with responsibilities in crisis management have attended the course, from diverse backgrounds such as the military, law enforcement, ministries in crisis or disaster management, NGOs, as well as regional and international organizations.

The course is structured into three blocks, each addressing the skills critical for leaders in crisis management. Part 1 emphasizes skills in forming a comprehensive understanding of crises as complex phenomena, conducting appropriate assessments and designing approaches to solutions. Part 2 builds on this, introducing a framework to guide thinking on the multidimensional nature of such solutions, highlighting the potential for multiple areas of effort to overlap and work against each other, and the critical importance

of coordination amongst agencies or ministries. Part 3 introduces an additional layer of complexity to such coordination by drawing attention to the range of actors, national and international, that practitioners are likely to find themselves working alongside: various agencies of the United Nations, regional and international organizations, the private sector, and NGOs. Highlighting the intricacies of working as part of an international effort, skills in negotiations and influence communications are also emphasized, as well as the critical qualities of leadership required in such settings.

Conducted mainly in a seminar format to maximize the benefits of small-group interaction and discussion, a strong emphasis is placed on hands-on activities and exercises, presenting participants with frequent opportunities to practice skills and apply the knowledge gained during the course. Throughout, participants are introduced to the information technology available, and enabled by these means during their learning, discussions and exercises. This

participants to gain insights into how important timely and factual information may be leveraged for more effective crisis management.

Attendees participate in a collaborative research project focusing on a trend likely to precipitate crises in the region. Participants also have an opportunity to pursue an individual project focused on a specific crisis-management challenge faced in their home agencies and nations and to devise a plan to address the identified challenge on their return. 

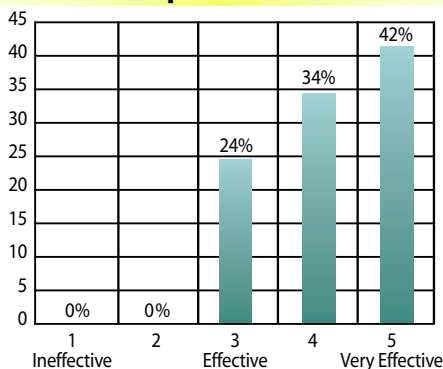
*“The course has immense practical value and importance that can be used in my field of work.”*

*“More so than interagency cooperation, a key learning accomplishment was international and cross-cultural communication and cooperation.”*

*“Outstanding plus Mind-Blowing.”*

### CCM 09-1

**How effective was the course in reaching its stated objectives of developing leadership in five core areas?**



infusion of information technology into daily routines allows

Title  
CCM 09-1

Course Manager  
Dr. Alfred Oehlers

# of participants  
74

## Comprehensive Security Responses to Terrorism (CSRT)

The Comprehensive Security Responses to Terrorism course (CSRT09-1) was held April 16-May 12, 2009.

Course goals: develop a common understanding and a sense of shared responsibility toward terrorism and transnational threats that support terrorism in the region; build the trust necessary for productive partnerships; and, examine ways to improve information sharing and multinational strategies to counter terrorist threats. The course includes presentations aimed at assessing terrorism in the context of internal and transnational threats, analyzing tools and capabilities and promoting strategies best suited to combat terrorism. A combination of lecture, small group learning, causal loop analysis, case studies, exercises and red-teaming are used for instruction.


The CSRT course is unique within



the APCSS executive education program. While all other courses draw participants from a broad spectrum of diverse professional portfolios, the CSRT has a more homogenous composition of “counter terrorism” security practitioners. All Fellows invited to the course are, in some way, engaged in preventing, combating and responding to terrorism. This course lays the groundwork for “intellectual interoperability” and meaningful regional security cooperation that will transcend national borders and enable national security officials to cooperate at an international level to help contain the threat of terrorism. By integrating many members of the counterterrorism community, this course allows nations to set the stage for successful cooperation in the ongoing global effort against terrorism. On a national level, upon completion of this course, each participant is further equipped to influence and craft successful counterterrorism strategies, policies, and related operations.

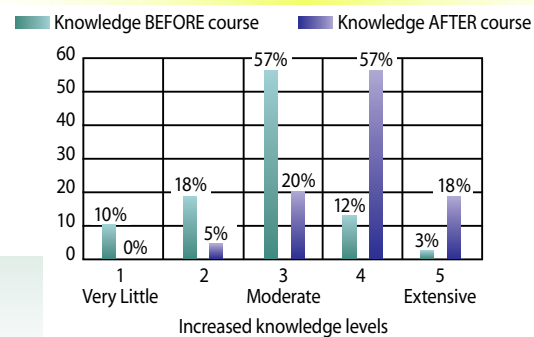
CSRT 09-1 provided Fellows with a unique understanding on the importance of countering terrorism. Fellows resoundingly declared the

course broadened their knowledge and understanding of terrorism. In particular, an overwhelming majority of Fellows indicated that the manner in which they intend to analyze security related challenges changed as a result of the course. Additionally, virtually every Fellow indicated a greater appreciation for the complexity and comprehensiveness required to successfully respond to terrorism. The course enabled Fellows to formulate strategies and courses of action to deal with terrorism. Fellows stated they now consider threats and terrorist activities globally as well as within their own country. They reported that they can now better formulate ideas and methods to combat these threats. This was demonstrated throughout the course in the discussion of the need for regional and global cooperation.

Another learning vehicle implemented during CSRT 09-1 was the “Fellows Project.” The overarching goal of the CSRT Fellows Project was to provide an opportunity for course participants to choose a specific terrorism-related challenge that mattered to them and address it so as to be able to make a measurable and sustainable impact. Several CSRT 09-1 alumni continue to work on these projects, reporting to colleagues and APCSS their challenges and successes related to implementing their projects. 

*“The CSRT has prepared me with many tools and avenues to network with the other government agencies and advise them of the appropriate ways in dealing with transnational crimes and to some extent Counter Terrorism. The CSRT not only built confidence in me but also caused others to believe the actuality of the current threats we are constantly facing here in the Asia-Pacific and also the rest of the world.”*

### CSRT 09-1 Global and regional trends in terrorism and transnational threats



Title  
CSRT 09-01

Course Manager  
Mr. Carleton Cramer

# of participants  
90

## Transnational Security Cooperation (TSC)


This one-week senior executive course, conducted twice in 2009, is designed to be an intensive program for current leaders on the upward track for positions of significant national (and possibly international) responsibility. The course is designed for senior

*“Most important is this class has reminded me of the complexity of many of the transnational issues. It also reinforced the fact that so many of these issues are interconnected. But most meaningful to me is the fact that we have so much more in common in this region than sometimes perhaps we think we do. I think that is a great positive for the Asia Pacific Region and points out a really positive trend for the future for all of us as we work together on peace and security.”*

RADM Michael Rogers,  
U.S. Navy, TSC 09-1

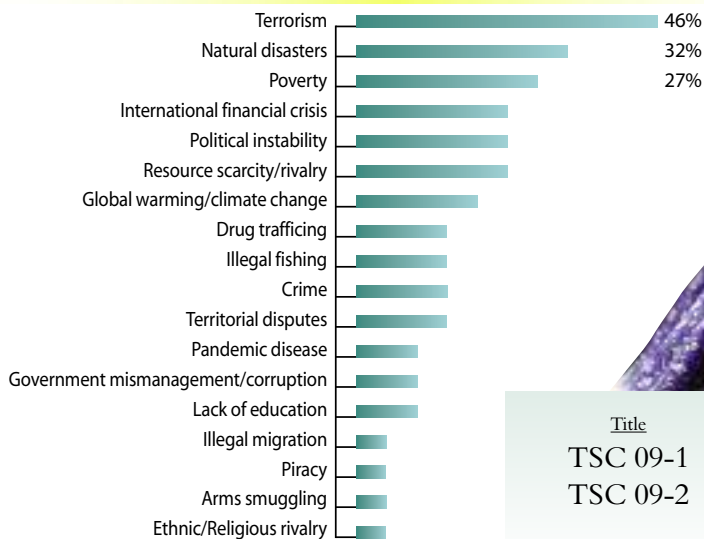
security practitioners from the Asia-Pacific region now serving in positions that require experience and rank at the one-to four-star military and civilian-equivalent level and may be in positions to influence security cooperation.

The curriculum emphasizes the impact of change in the region, as well as enhancing capacities – leader and institutional – to manage change. The course integrates a dynamic program of guest speakers, as well as inter-active seminar workshop dialogues and action-planning. The TSC curriculum consists of a variety of short topical presentations and security-issue updates, followed by fellow-centered moderated discussions. A table-top exercise of three moves focuses on assessing the requirements of a complex problem set and framing appropriate assessments and collaborative multilateral response options. It also encourages consideration of practical application of theme-related critical thinking presented during plenary presentations. The capstone of the course is a collaborative assessment of a complex case to enable viable peace within a weak state.

Course fellows reported adjustment to their perspectives that “focused our attention on sub-regional commonalities and differences.” The course *“pulled me well outside my comfort zone by demanding critical thinking at the strategic level.”* The design of the course, and its threaded exercise, provided a “useful demonstration of the difficulties of obtaining consensus and traction on the issues.” In reflecting on the lessons of the course, many participants suggested the course would enable them to “more critically review and assess strategic guidance in order to accomplish operational planning and execution” as well as “more clearly articulate clarification of strategic terms of reference.” Additionally, fellows stated they would be “better prepared to perform in the future at the strategic level, particularly through the use of resources such as the Alumni, course mates and APCSS web-based resources.” 

### TSC 09-2

**My nation's TOP THREE security concerns today are:**



Title	Course Manager	# of participants
TSC 09-1	Mr. Dave Shanahan	21
TSC 09-2	Mr. Dave Shanahan	21

# RESEARCH AND PUBLICATIONS

The Asia-Pacific Center for Security Studies maintains a constant and continuing dialogue with government officials, security practitioners and subject matter experts of the Asia-Pacific over a wide range of security issues through its in-house educational programs, outreach activities and research related travel to the region. Through our research and publications program we seek to ensure that the insights derived from this dialogue are conveyed to policymakers in the United States and the Asia-Pacific region in a systematic and easily digestible fashion. In 2009 APCSS attempted to bolster our efforts in this regard through the development of a new Asian Perspectives on Security Series. The initial volume in this series titled “Issues for Engagement: Asian Perspectives on Transnational Security Challenges” was the major focus of our research effort this year. The object of this volume is to answer the following questions with regard to twelve different countries spanning the various sub-regions of the Asia-Pacific:

- What are the most significant transnational security challenges for this country?
- How do transnational security challenges stack up against traditional security threats for that country’s security planners?



- What steps has the country taken unilaterally, bilaterally or multilaterally in order to cope with these challenges?
- What are the most important “next steps” for this country to take?
- Are the transnational security challenges this country faces of any consequence for the U.S.?
- Is the country willing/interested in engaging with the U.S. to deal with these issues?

Each author was asked to discuss the governmental priorities in the country under study with respect to transnational security challenges and assess whether these priorities and the resources applied sufficiently address the threats these challenges pose today. In this context APCSS faculty authors explored how emerging transnational security challenges may influence the security environment of the region and US relationships (including alliances and strategic partnerships) in the Asia-Pacific during coming years, providing US policymakers with fresh insights for engaging countries on issues of

significant concern across the region.

The first step in the research for this project was carried out in June-July of 2009.

During this period APCSS conducted an online survey of its alumni regarding their views on the most

pressing transnational challenges in their own countries as well as the best means for addressing these issues. The results of this survey were then distributed to APCSS faculty authors for their use in writing individual country analyses and will be published in the introductory chapter of the edited volume. Over the summer of 2009 APCSS faculty authors traveled to the region in order to conduct face to face interviews with government officials and subject matter experts in each country of interest. Twelve papers were written in the fall with editing and proofreading currently ongoing. Chapters covering Cambodia, Thailand, Indonesia, Vietnam, Singapore and Malaysia, India, Sri Lanka, Japan, South Korea, Russia, Oceania and Afghanistan were completed. Although a chapter on China was initially intended to be included, the departure of an APCSS faculty member committed to writing this chapter left that country uncovered for this volume. We intend to publish the volume through Defense Automated Printing Service in the spring of 2010. 



# 2009 FACULTY PUBLICATIONS

**Ahrari, Ehsan**, *“Fixing Fractured Nations: Ethnic Separatism in the Asia-Pacific.”* Palgrave, 2009.

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# CONNECTING ALUMNI ASSOCIATIONS



Afghanistan



Russia



The Canadian APCSS alumni concluded a highly successful Maritime Security Challenges conference in Victoria.

Canada

United States  
(HI & DC)

APOC09-2, the first APCSS course completely held in Washington D.C., included 52 Fellows.

Hawaii

45 Alumni Associations;  
6 New in 2009

Cook Islands

- = New countries added in 2009 \* Informal Group
- \*\* Joint Alumni Association with the Africa Center
- \*\*\* Joint Alumni Association with Marshall Center

Peru

Chile



Thailand Air Vice Marshall Ithaporn Sopawong



Nepal & Sri Lanka



Solomon Islands



U.S. (Washington DC)



Sri Lanka Ambassador to Brazil



Chief of Defense Conference



U.S. Alumni working with Belgian and Dutch Police



Cambodia



Alumni outreach team meeting with Malaysian MOD alumni in Kuala Lumpur.

# WORKSHOP PROGRAMS

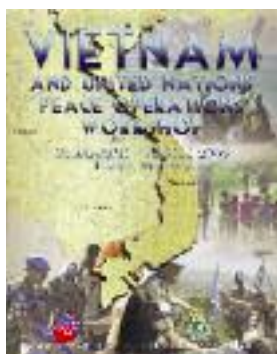
## Vietnam and United Nations Peace Operations Workshop.

Hanoi, Vietnam,

March 30 - April 3, 2009

The workshop was attended by fifty-two participants: 44 Vietnamese from the Ministry of Foreign Affairs (6), Ministry of Defense (15), Ministry of Public Security (7), Ministry of Health (2), and Diplomatic Academy (14). Also attending were Subject Matter Experts (8) from the Netherlands, Norway and United States.

The workshop was co-hosted by the Diplomatic Academy of Vietnam (DAV) and held at their facility in Hanoi, Vietnam. It was designed to



educate Vietnamese government officials (Ministry of Foreign Affairs, Ministry of Defense, Ministry of

Public Security, and academics) on the opportunities and challenges of peace operations, basic requirements for Vietnamese participation, and to develop a tentative “way-ahead” to implement this participation. This was a natural follow-on to an highly successful outreach APCSS conducted in Vietnam in December 2007. The four day seminar/workshop focused on how Vietnam could be a more effective non-permanent member of the UN Security Council during its 2008-2010 term.

Since Vietnam had indicated its interest in participating in UN peace operations, this outreach was

initiated at the request of the U.S. Embassy in Hanoi to provide middle and senior level government officials' knowledge and understanding of the complexity and myriad of requirements for participation in international peace operations. Through a combination of lectures from subject matter specialists and strategically focused discussions guided by APCSS faculty, mid-and senior-level leaders developed skills to solve whole-of-government challenges, conducted informed analyses and made recommendations, and developed briefings for senior government leadership. This open forum brought together concerned agencies within the government in spirited debate and enthusiastic participation. This workshop succeeded in all its objectives.

The Vietnamese now have a core group of energetic and dedicated government professionals, armed with the skills to work across agency boundaries, and knowledgeable in the actions necessary for Vietnam to play a greater role in international peace and security, should leaders choose to do so.

## Course on Security Challenges Associated with Terrorism in Southeast Asia.

Phnom Penh, Cambodia,

August 17 - 21, 2009

This workshop was co-sponsored by the Cambodian National Counter-Terrorism Committee, an interagency body headed by the Prime Minister. In total, 44 counter terrorist practitioners and experts from Australia, Brunei, Cambodia, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand, the United States and Vietnam

participated in the event.

This event, designed as a complement APCSS' existing Comprehensive Security Responses to Terrorism (CSRT) resident course program, was a four and a



half day, multi-national course addressing the principal security challenges associated with the

evolving dynamic of terrorism in Southeast Asia.

Through presentations, small-group discussions and interactive briefings, participants engaged in a sophisticated exchange of views on the security challenges relating to terrorism, as well as the transnational and national impacts of related issues. The frank and open conversation significantly strengthened the consensus on the need for greater information sharing, cooperation and coordination to collectively address the threat of terrorism successfully. Key to the success of this workshop was the high-level support extended by the Government of Cambodia. Several senior members of the Cambodian government attended the workshop as participants, while the closing address was provided by Prime Minister Hun Sen. Media coverage was extensive, and in terms of demonstrating an enduring commitment on the part of the United States to Cambodia (and Southeast Asia more widely), to confront the threat of terrorism, this workshop undoubtedly made a significant impact.

## GCMC-APCSS Senior Alumni Seminar: Stability Operations and Reconstruction.

Garmisch, Germany,  
October 19 - 23, 2009

Co-hosted with the George C. Marshall Center for Security Studies (GCMC), this Joint Senior Alumni Seminar was attended by APCSS alumni from 12 Asia-Pacific countries: Afghanistan, Canada, China, Indonesia, Japan, Malaysia, Nepal, New Zealand, Pakistan, Philippines, Thailand, and the United States. Joining them were 18 GCMC alumni from throughout Europe and Eurasia.

This second annual APCSS-GCMC Senior Alumni Seminar had several objectives: improve understanding of the dimensions of Security, Stabilization, Transition and Reconstruction (SSTaR) missions; share best practices and lessons learned about the obstacles to and opportunities for improved inter-agency and multinational cooperation



in SSTaR missions; strengthen the ability to develop an effective strategic design for a SSTaR mission; identify current weaknesses and opportunities to improve assistance in SSTaR missions; and obtain a better understanding of partner nations views and concerns in a forum for multilateral communication.

The seminar provided an excellent opportunity for the 30 senior alumni from Europe and Asia to exchange perspectives and best practices as drawn from their personal experiences (the participants were all chosen specifically for their expertise

and operational experience in SSTaR missions). Using several real-world case studies as platforms for discussion, the alumni explored the full range of issues involved in complex SSTaR problems, from creating shared understanding to strategy and course-of-action development, to challenges and opportunities in operational execution. For all the participants, as well as faculty participants from the two Centers, the seminar provided a superb laboratory for identifying and better understanding cross-cultural sensitivities, as the richly diverse set of participants worked together and attempted to understand each other. Additionally, the seminar enabled the co-hosting Centers to build further expertise in collaborating with external organizations on the development and execution of workshops and seminars and to share educational philosophies, adult learning techniques, and best practices in the use of educational technology.

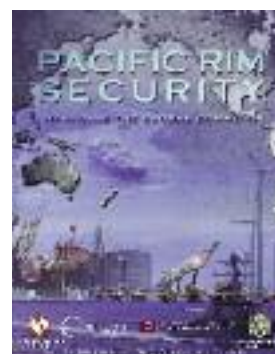
## Pacific Rim Security - Managing the Global Commons.

Honolulu, Hawaii and Stanford University, Palo Alto, California, 10 - January 14, 2009

Participants included 69 senior government and non-governmental civilian and military leaders, security practitioners, and security studies experts from the Pacific-Rim regions representing 17 nations - Australia, Canada, Chile, China (Hong Kong), Colombia, Ecuador, India, Indonesia, Malaysia, Mexico, Panama, Peru, Philippines, ROK, Singapore, United States, and Vietnam.

This conference was co-hosted with Center for Hemispheric Defense Studies (CHDS), Freeman Spogli Institute for International Studies (FSI) at Stanford University, and the Pacific Council on

International Policy (PCIP). The conference provided a unique venue for robust and candid discussion of various perspectives and policy options on maritime and energy security, port security and



transnational security threats. It brought together senior security officials from both sides of the Pacific

Ocean for an open discussion of security interests. The conference had participation from U.S. Northern Command, U.S. Southern Command, and U.S. Pacific Command in discussions alongside senior government and non-governmental civilian and military leaders, and security studies experts from the Pacific-Rim region. The conference addressed the impact of Pacific Rim maritime, energy, and resource security linkages with the rest of the world.

## Federalism Workshop - Nepal Kathmandu, Nepal, March 30 - April 3, 2009

Approximately 75 senior participants from government and non-government organizations in Nepal participated in this five-day workshop, with the majority of time spent facilitating breakout group efforts to address various challenges associated with the Nepalese Federalism project.

The purpose of this outreach was to co-facilitate a workshop on Federalism and Security in Nepal with Nepal's South Asia Center for Policy Studies (SACEPS), the Center for Civil-Military Relations (CCMR), and the Asia Foundation (AF). Participants included senior members of the Nepalese

Government, political parties, civil society, security agencies, Kathmandu Diplomatic Corps and two security experts and speakers from India.

This workshop built upon a “core group” of Nepalese senior government and non-government officials that has become increasingly visible and influential in Nepal’s efforts to work through a political crisis that has been on-going for over a decade. The impact of this effort is illustrated by the fact that final output of the workshop was presented to the Chairman of the Nepal Constituent Assembly/Parliament’s Committee on State Affairs and Constitutional Reform, who became Prime Minister of Nepal one month later.

### **Security Sector Development: National Priorities and Regional Approaches.**

**Honolulu, Hawaii,  
October 5 - 9, 2009**

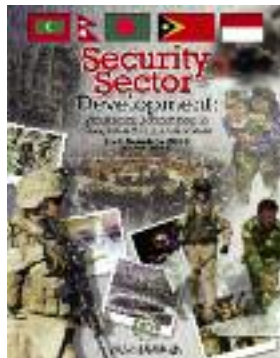
The workshop was attended by 43 participants from Bangladesh, Indonesia, Maldives, Nepal, and Timor-Leste.

The purpose of the five-day workshop was to promote a common and better understanding of a security sector, its evolution, development and reform, considering expected transformations of the roles and responsibilities of security forces.

Also invited to provide expert opinions to the participants, along with the Center’s own faculty, were senior members of the United Nation’s Office of the Rule of Law and Security Institutions, African Security Sector Network, Asia Foundation and Geneva Center for the Democratic Control of Armed Forces. The State Department and USPACOM were represented by observers.

The participation of a diverse set of security practitioners within national

cohort teams provided useful opportunities for sharing national experience and best practices, as well as developing recommended next steps for represented countries’ security sector development. The workshop addressed the following areas: legal framework of the security



sector; governance and management of the security sector; civil-military-police relations in the security-sector development arena; evolving roles and responsibilities of the security forces; professionalism and accountability of the security forces; crisis management and post-conflict peace building; national security strategy development and sustainment and associated long-range planning and resourcing systems; and mechanisms and methods of effectively reforming security systems. In all, the workshop was remarkably productive in allowing key security practitioners to come together in an informal environment to discuss their most intractable problems. Moreover, participants were provided an opportunity to learn from countries in similar circumstances what has and has not worked effectively in security sector development efforts.

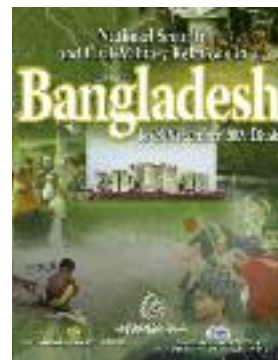
### **National Security and Civil-Military Relations in Bangladesh.**

**Dhaka, Bangladesh,  
Nov 16 - 19, 2009**

This five-day workshop was co-hosted with the Bangladesh Institute for International and Strategic Studies (BISS), and the Bangladesh Enterprise Institute (BEI). It brought together 58 specially selected

representatives from the current government of Bangladesh, the Bangladesh Security Forces, and representatives of Bangladeshi civil society.

The purpose of the workshop was to stimulate dialogue among a broad spectrum of security and civil sectors of Bangladesh and develop actionable recommendations to improve national security and civil-military cooperation in the country. The specific objectives were two-fold. First, to engage a cross-section of security sector and government officials in a meaningful debate about the current state of Bangladesh security matters. Intended was a mature interchange that could spur greater change going forward. The second objective was to arrive at a series of concrete recommendations



based upon participant consensus and present these to Government of Bangladesh officials.

The workshop helped enable strides toward improving civil-military relations in Bangladesh, and indeed, in the months following the conference several legislative reforms have been carried out to strengthen the relationship between the military and government.

### **South and Southeast Asia APCSS Alumni Associations Workshop: Enhancing National Capabilities and Regional Cooperation.**

**Manila, Philippines,  
July 13 - 15, 2009**

This three-day workshop was co-hosted by the APCSS Philippines Alumni Association (APA). Participants included 14 national

alumni association representatives from South and Southeast Asia including: Bangladesh, Bhutan, Cambodia, India, Indonesia, Malaysia, Maldives, Mongolia, Nepal, Pakistan, Philippines, Sri Lanka, and Thailand. Laos sent a representative as an observer with the intention of establishing an alumni association at a later date.

The workshop focused on improving the connectivity among alumni and increasing the opportunity for enhancing national security capabilities and regional security cooperation. Participants assessed the current and future roles



of APCSS alumni in advancing national and regional security cooperation and capability.

The workshop was also intended to enable and empower the alumni network, including formal/informal associations, by facilitated development of action plans. The action plans addressed how to connect, network, build self-sustaining capacity, and launch security cooperation initiatives within respective countries and regions.

This workshop produced several positive effects. It helped APCSS connect with alumni and helped them connect with each other through the online portal, APCSSLink. It also resulted in the proposal of many innovative initiatives to improve interagency and multinational cooperation on security-related issues.

APCSS Deputy Director Brig. Gen. (Ret.) Jim Hirai commended the APA for providing very effective workshop support. He said that the APA is “inspirational for other

alumni in demonstrating the capabilities and influence of an association while building on the APCSS’ Alumni Workshop Outreach collaborative model.”

### Fellows’ Advocacy Workshop. Honolulu, Hawaii, March 4 - 7, 2009

The three-day workshop was attended by 25 representatives; including members from the U.S. embassy, partner nation, and alumni associations in the following 10 countries: Australia, Fiji, India, Indonesia, Maldives, Papua New Guinea, Philippines, Sri Lanka, Thailand and Tonga.


This first-ever Fellows’ Advocacy Workshop brought together key governmental civilian and military program facilitators, security practitioners, and key APCSS Alumni from select partner nations in the Asia-Pacific region with responsibilities for advocating “Right Fellows” for APCSS courses and outreach activities. Through discussion, the tri-party groups, comprised of U.S. embassy, partner nation and APCSS alumni representatives, gained better understanding of APCSS, the security sector, the security practitioner and improved the processes for nominating and inviting Fellows to APCSS courses.

Four of the senior alumni reps from Australia, India, Philippines and Sri Lanka played a dual role; one as a participant in the workshop; and two, as a panel member discussing interagency cooperation with an ongoing resident course. The workshop focused on defining the Security Sector in its broadest sense, defining the characteristics and criteria for the “Right Fellow,” and identifying and improving the process by which our tri-party national advocacy teams and APCSS identify, nominate and invite

prospective participants to APCSS courses. Through discussion and



personal observations of an ongoing APCSS in-resident course, the participant teams

gained a better understanding of APCSS’s executive education learning model, and the current security sector and its practitioners. They are now prepared to improve their national process models for nominating Fellows to APCSS courses and outreach activities. 

<b>Total workshop participants for CY10:</b>	321
<b>Countries represented at APCSS conference:</b>	53
<b># of Workshops:</b>	9
<b>Pacific Rim Security - Managing the Global Commons</b> 10-14 Jan 09	70
<b>Fellows Advocacy Workshop</b> 4-7 Mar 09	36
<b>Vietnam UN Peace Operations Workshop</b> 30 Mar - 3 Apr 09	59
<b>South and Southeast Asia APCSS Alumni Association Workshop: Enhancing National Capabilities and Regional Cooperation</b> 13-15 Jul 09	22
<b>Course on Security Challenges Associated with Terrorism in Southeast Asia</b> 17-21 Aug 09	13
<b>Security Sector Development: National Priorities and Regional Approaches Workshop</b> 5-9 Oct 09	44
<b>GCMC-APCSS Senior Alumni Seminar: Stability Operations and Reconstruction</b> 19-23 Oct 09	10
<b>Civ-Mil Relations Workshop (Bangladesh)</b> 16-19 Nov 09	67

# ALUMNI & ASSOCIATIONS

Eager to join the groups of alumni who have paved the way before them, alumni from six countries, including Iraq, Lebanon, Tuvalu, Mauritius, Timor-Leste and Tanzania established alumni associations in 2009. The addition of six new alumni associations brings the APCSS total to 45.

Alumni associations form to share knowledge, experience and leadership skills gained during in-residence courses and to perpetuate the relationships and networks developed at APCSS. In addition to these general benefits, alumni groups capitalize on their APCSS experience by working with host-nation officials and U.S. embassy representatives to recommend Fellows for future APCSS courses. Alumni groups also prepare these Fellows for APCSS and debrief them upon return. One of the benefits enjoyed by all alumni associations occurs when alumni travel to other countries. With so many alumni associations around the region, alumni commonly find a friendly group of



Col. A. Tuvshintugs (EC99-2), president of APCSS Alumni Association of Mongolia made the closing remarks at the alumni workshop in Ulaanbaatar.

alumni willing and able to assist them during their visits.

In 2009, we celebrated the success of several alumni associations. In Manila, the Philippines APCSS Alumni Association co-hosted the South and Southeast Asia and Mongolia APCSS Alumni Association Workshop: Enhancing National Capabilities and Regional Cooperation. The Philippine alumni joined together to support workshop content, administration, security, transportation, guest speakers, airport greetings and



Mr. Jose Tale, President of the Philippines Alumni Association makes closing remarks at Regional Security workshop in Manila.

social/cultural events. Without alumni assistance, the workshop would not have been a resounding success.

Further, in Ulaanbaatar, the Mongolian alumni from APCSS and the Marshall Center collaborated on a workshop focused on “Present and

Future Security Environment in North-East and Central Asia: Ulaanbaatar as a New Helsinki.” Alumni in the Mongolian Institute for Strategic Studies hosted the event. The primary objective was to discuss both Central and Northeast Asian security issues, and to posit the role Mongolia might play in addressing and resolving these issues as a neutral and impartial facilitator and/or mediator.

Alumni in Nepal also formed part of the core group of officials who jointly spearheaded an APCSS

Security Sector Reform and Development workshop in Kathmandu.

In 2010, we look forward to the continued growth of alumni associations and to their collaborative successes in advancing security in the region. 



Entities	CY 09 Attendees	Cumulative	Entities	CY 09 Attendees	Cumulative
Afghanistan	4	12	Mexico	4	6
Angola	0	1	Micronesia	8	58
ASEAN	0	3	Mongolia	13	129
Asian Dev. Bank	1	2	Mozambique	1	8
Australia	20	84	Nauru	3	6
Azerbaijan	0	1	Nepal	25	176
<b>Bahamas</b>	<b>1</b>	<b>1</b>	New Zealand	3	50
Bangladesh	17	189	Nigeria	0	1
Bhutan	3	23	Niue Island	0	7
Bosnia & Herzegovina	0	1	Pacific Island Forum	0	2
Botswana	0	4	Pakistan	15	173
<b>Brazil</b>	<b>1</b>	<b>1</b>	Palau	1	14
Brunei	2	52	Papua New Guinea	5	73
Bulgaria	0	3	Peru	1	13
Cambodia	20	76	Philippines	21	225
Canada	6	45	Poland	1	9
Chad	1	2	Republic of Korea	8	96
Chile	6	40	Romania	0	2
China	19	82	Russia	0	67
Colombia	2	6	Rwanda	0	1
Comoros	3	18	Samoa	1	9
Cook Islands	2	19	Saudi Arabia	0	4
<b>Djibouti</b>	<b>1</b>	<b>1</b>	Serbia	0	1
Ecuador	0	2	Singapore	12	67
Egypt	1	3	Slovenia	0	1
El Salvador	1	8	Solomon Islands	2	18
Fiji	10	58	<b>South Africa</b>	<b>2</b>	<b>2</b>
France	1	8	Sri Lanka	10	178
Georgia	0	1	Switzerland	0	1
Germany	0	1	Tajikistan	0	1
<b>Ghana</b>	<b>1</b>	<b>1</b>	Tanzania	8	13
<b>Guatemala</b>	<b>1</b>	<b>1</b>	Thailand	20	227
India	20	187	Timor-Leste	8	30
Indonesia	21	165	Tonga	5	37
Iraq	2	4	Turkey	2	7
Japan	3	64	Tuvalu	3	19
Kazakhstan	1	6	Ukraine	0	1
Kenya	1	8	United Kingdom	2	3
Kiribati	2	24	<b>United Nations</b>	<b>3</b>	<b>3</b>
Kosovo	0	1	United States		
Kyrgyzstan	0	1	(Amer. Samoa, Saipan, Guam)	282	1153
Laos	12	58	Uruguay	1	2
Lebanon	2	4	Vanuatu	1	24
Lithuania	0	3	Vietnam	7	94
Macedonia	0	1			
Madagascar	1	38	<b>CY09 Attendees:</b>		<b>698</b>
Malaysia	18	215	<b>Cumulative:</b>		<b>4,639</b>
Maldives	11	40			
Marshall Islands	0	29	<b>■ = New countries added in 2009</b>		
Mauritius	3	32			

# VISITORS

More than 1,000 visitors come to APCSS each year, including senior leaders from the U.S. and other countries throughout the Asia-Pacific region. Visitors participate in roundtable discussions and serve as guest speakers.



Rear Admiral Pybus, U.S. Navy, Commander Special Operations Command, Pacific.



U.S. Amb. Addleton meeting Mongolian Fellows.



U.S. Amb. McGann meeting Fellows from Fiji and Tonga.



Major General Bansho, Japanese Self Defense Force.



*“The biggest strength of the course was being able to meet and interact with an extended circle of security practitioners, each representing different viewpoints. It enabled all of us to develop a broadened horizon.”*

Brigadier General A.K. Siwach  
(India), ASC09-1



U.S. Amb. Huntsman receives an APCSS tour from LTG Smith.



Indonesia Delegation led by Brig. Gen. Syaiful Anwar, Brig. Gen. Agus Wantoro and Mr. Achmad Dajelani visit APCSS.



Amb. Taylor (Center) is US Ambassador to Papua New Guinea.



A delegation led by Lt. Gen. Tran Quang Khue, vice chairman of the Vietnam National Search & Rescue Committee, visiting APCSS.



U.S. Assistant Secretary of State, Amb. Kurt Campbell with former Dean Dr. Lee Endress.



Amb. Larry Dinger, Charge d'affaire to Burma with Amb. Salmon.



Pakistani Ambassador to the U.S., Husain Haqqani.

# TECHNOLOGY LINKS


## APCSSLink

APCSSLink.org is the new website dedicated to professional networking for APCSS alumni. With over 1,500 members from 70 countries, APCSSLink represents the next step APCSS is taking to deliver remote education and professional development services. While resident programs are bound by facility and faculty capacities, travel distances, and other resource constraints, an online environment enables APCSS to reach a larger audience on an ongoing basis in response to current events and changing strategic priorities in the region. Via APCSSLink, the curriculum for most APCSS courses

is now available online. Fellows that attended courses in past years can track some of the latest research and thinking in their respective fields. We hope to augment these distance-learning resources in the coming years with real-time lectures and other distance instruction tools that will provide for a continuous learning experience and access to APCSS faculty and staff.

In addition to serving as a conduit for education programs, APCSSLink also aims to expand the scope of online networking opportunities for our alumni. A hallmark of the APCSS experience has been the professional relationships and connections

program participants forge with one another in Honolulu. To help alumni reach a wider pool of contacts, APCSSLink features over 70 national alumni groups as well as focused subject matter groups on topics like disaster relief and counter-terrorism. These groups are designed to stimulate information sharing as a means of increasing the capacity of institutions to successfully manage both local and regional challenges.

In 2010, a major upgrade to the APCSSLink technical platform will be released that will incorporate some of the latest web-based technologies. Stay connected! 



Training in Mongolia



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on Facebook (search) "Asia-Pacific Center for Security Studies"



on Twitter at [www.twitter.com/APCSS](http://www.twitter.com/APCSS)



# EMPOWERING LEADERS

One definition of empower is to give someone a greater sense of self confidence. In terms of the regional civilian and military officials who participate in APCSS programs, we empower leaders by developing the knowledge, skills and confidence to act to advance security.

During in-residence courses and outreach events, faculty and staff empower Fellows by imparting knowledge, facilitating the open exchange of ideas in discussion forums and practical security-related exercises, and assisting the formation of trusted relations among professionals.

When alumni return home, APCSS continues to empower them through both physical and virtual interfaces. Using various faculty and staff visits to the region, APCSS strengthens personal and professional ties with alumni, offering opportunities for continuing education via security-related roundtable discussions, workshops, seminars and collaborative research projects. In the virtual world, APCSS also provides an assortment of online portals, including websites, alumni networks, and library databases to provide a distance-learning capability and to strengthen the connections among alumni and with APCSS.

A better measure of APCSS' ability to empower resides in the testimonies of our alumni.

In Nauru, Police Inspector Ruskin Tsitsi, ASC09-1, indicated that the police force in Nauru was



*“causal loops helped me identify the cause of the problem and identify how to reduce the tension within the communities. (Now), there is a strong relationship with the community through the negotiations method I have learned from APCSS...”*

experiencing problems in its interactions with the local community. The APCSS method of “causal loops helped me identify the cause of the problem and identify how to reduce the tension within the




communities. (Now), there is a strong relationship with the community through the negotiations method I have learned from APCSS... This method of training I introduced to the (Nauru Police Force) NPF is very effective.”

Ms. Aarti Chataut (Nepal), CCM08-2, Executive Producer Nepal Television channeled her

knowledge, experience and confidence into her television program. She garnered an award with honor from Nepal’s first-ever President, Dr. Ram Baran Yadav, for “raising the voice of the voiceless and vulnerable people through her weekly TV show Sangharsha.” The objective of her TV show is “to struggle for them who are denied justice.”

Captain Graisri Gesorn from Thailand and ASC09-1 was proud to note, “my knowledge from your course did help me a lot in writing the amendment of (the Royal Thai Navy) RTN white paper (Maritime Strategy) for the next 5 years.”

Finally, Captain Philip Cacayan from the Philippines and ASC09-1 stated, “lectures on strategic communication have also helped me a lot in the performance of my duties as Commander... I have been applying the things I learned since I completed the course. With these improved knowledge and skills, I have improved my ability and potential to perform my current job and prepared me to succeed in higher levels of command.” 

## FELLOWS PROJECT

In January 2009, APCSS conducted the first Fellows Project during the Advanced Security Course (ASC) class 09-1. This learning activity is intended to achieve three primary objectives: 1) connect the course curriculum to Fellow's professional lives, 2) encourage Fellows to exert influence on an issue that they feel is important, and 3) strengthen connections among Fellows while at APCSS and beyond.

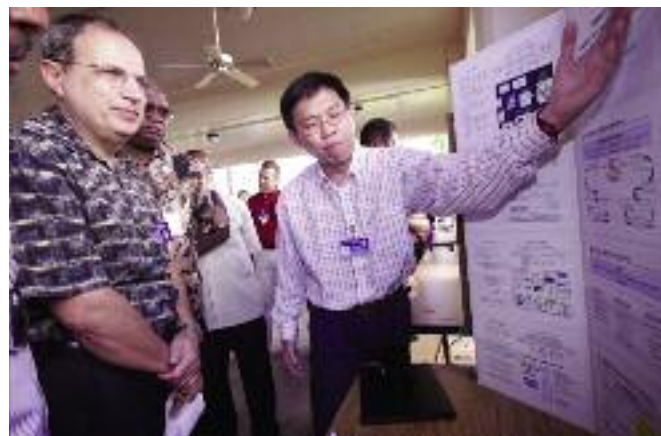
Each individual Fellow identified a

*“We are very much involved in the disaster relief and response operations... As the PAO or Public Affairs Officer of the Department, I have to be where there are media to be managed specially during press-cons and other events...I am very thankful that I took (APCSS) Strategic Media and Health as my minor subjects. The techniques I learned from Mr. Halloran really helped me in managing the powerful media here and the information I got from the lectures/presentations of Dr. Campbell et al also helped me a lot in our info campaign regarding AH1N1 virus which recently affected and caused panic/scare among us here.”*


Ms. Marina Matias Agustin  
(Philippines), ASC09-1

security challenge that they faced in their professional lives. Throughout the duration of the course, the Fellows formulated objectives and action plans to address their identified challenges. They did this in consultation with peers and advisors from the APCSS staff. After graduation, Fellows returned to their home countries and some had the opportunity to execute their action plans. Months later, the Center solicited feedback from Fellows and received several positive responses from enthusiastic Fellows who had successfully introduced their projects at home.

Since unveiling this activity in ASC 09-1, nearly every resident course has included a “Fellows Project,” and 329 fellows have completed projects. Additionally, each successive version of this activity has been uniquely tailored to the distinctive characteristics of each course. The April Comprehensive Security Responses to Terrorism (CSRT) course, for example, hosted a Fellows Project Exposition during which counter terrorism practitioners displayed their projects for discussion with members



of the class and faculty. Later in August, the Comprehensive Crisis Management (CCM) course afforded the class an opportunity to discuss projects with Fellows of similar professional backgrounds during the Next Steps Workshop.

For the newly emerged APCSS Alumni, an immediate impact of the Fellows Project was stronger connections to other Fellows and APCSS. Beyond that, the project encouraged several Fellows to enact positive changes in their professional lives. APCSS will continue to explore initiatives such as the “Fellows Project” as it strives to find better ways to connect and empower security practitioners of the Asia-Pacific. 



# APCSS TEAM

## FACULTY 2009

### VISITING/ADJUNCT CIVILIAN

Dr. Peter Chalk  
 Dr. Gregory Barton  
 Mr. Len Hawley  
 Dr. Gerald Finin  
 Mr. Dick Halloran  
 Mr. Curtis Johnson  
 Mr. Jim Stinson

### FACULTY MEMBERS WHO DEPARTED DURING 2009

Dr. Lee H. Endress – Dean  
 Dr. Ehsan Ahrari  
 CDR Noel Dahlke, USN  
 Dr. Elizabeth Van Wie Davis  
 Lt. Col. Bryan Greenstein, USAF  
 Lt. Col. SJ Lee, USA  
 Dr. Yoshiro Sato  
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# LOOKING AHEAD

## CENTER TRANSFORMATION

### MILCON/Facility Sustainment and Development

Emerging from a busy 2008, the APCSS staff maintained a focused pace throughout 2009, completing several major projects started in 2008 and initiating several more in 2009. Two of the more visible changes to the APCSS campus in 2009 included a new roof on Wing B and the technological transformation of the Center's seminar rooms, conference rooms and plenary areas in support of APCSS's unique activity-based, participant-centered learning model.

Looking toward the future with an eye on sustainability and as a regional leader and role model, APCSS installed a \$2.5 million roof on Wing B and the Center's restroom facilities. In addition to incorporating a solar hot-water heating system to reduce overall energy use, the roof was designed to accept a large photovoltaic (PV) power array and is optimally oriented to maximize its effectiveness. Although funding limitations prohibited the installation of a PV array in conjunction with roof construction itself, APCSS is actively pursuing a no-cost solution via a U.S. Navy-led private-public PV partnership project. If successful, APCSS will acquire a commercially-owned PV array at no cost, paying for power generated from the PV array at a (low) set cost for up to two decades. In addition to lower energy costs over the long run, APCSS will reduce its reliance on commercial power, most of which is produced using gas-powered turbines that burn imported oil.

In addition to the new roof, the typical APCSS visitor will see and experience a full range

of newly-installed and integrated education and information technology in the Center's six seminar rooms, three conference rooms and our 176-seat auditorium. Equipped with large, wirelessly-switched flat-panel monitors and huge interactive displays, APCSS' seminar rooms provide Fellows with an ideal environment to share and debate concepts and ideas. With the ability to access and display information "on the fly" using networked laptops with direct internet access, APCSS' Fellows are now able to take the lead while discussing complex issues. Installation of a large dual-projector, overlapping multimedia display and a world-class sound system in the Center's newly reconfigured auditorium complement the seminar rooms by providing a premier lecture hall and theater for Fellows and conference attendees. The Center's three conference rooms also received varying levels of upgrades. To support both staff and program requirements, all are now equipped with huge interactive displays like the seminar rooms and one was fully equipped as a backup seminar room to provide for course/event overflow.


Continuing to lead in environmental stewardship, APCSS contracted for and completed an exterior paint project using cutting-

edge heat reflective paint. In addition to the obvious aesthetic effects and preserving the high-standards that the campus' high-visibility location in the center of Waikiki demands, the new paint, coupled with solar-powered extraction fans installed in 2008, is yet but another step APCSS has taken towards a sustainable future.

Other notable infrastructure projects completed in 2009 include an upgraded PBX phone system, renovation of three staff and Fellow common areas and an upgraded fire alarm system.

In preparation for the mid-2010 groundbreaking for APCSS's future 10,333 sq ft, \$12.77M C-Wing, the APCSS staff utilized the charette process to compile inputs and feedback from all stakeholders, taking special care to include local community leaders. Focusing on functionality, sustainability and sensitivity to historical and cultural realities of the local area, an APCSS-US Army Corps of Engineers team completed the 35% design, keeping APCSS on track for completion of the new facility in 2012.

Working hand-in-hand the College of Security Studies and Conference ensured all projects were scheduled and completed with absolutely no impact on APCSS' scheduled educational programs or events.

Combined with projects completed in previous years and those planned in the near future, APCSS is well on its way to building a model infrastructure that showcases, and leverages, technology and sustainability, leading the local community and inspiring innovative solutions for Asia-Pacific security. 





## Strategic Planning

The APCSS Strategic Plan and the supporting processes we use to assess and refine our Vision, Mission, Goals and Objectives continue to provide useful plans and strategies to focus the Center towards the future. This year we took an important step in the maturation process of our Strategic Plan by graduating from broadly stated goals and objectives, to defining the specific actions we plan to complete in the coming months and years. To hold ourselves accountable, we have assigned project owners, timelines for accomplishment, metrics to gauge our progress, and have incorporated key components of the plan into the performance management system of our workforce. By taking these additional and more difficult steps, we can be more confident of achieving the Vision we are striving toward.

## CPI/LSS


Efforts we began last year to implement Continuous Process Improvement (CPI) and Lean Six Sigma (LSS) throughout the Center continue to be an important part of our overall transformation strategy. In April 2009, we completed one of the seminal team-building events of the year by hosting our first Lean Six Sigma Workshop during which we trained our entire leadership team and

developed the Center's initial LSS "project pipeline." We now have two trained and certified Lean Six Sigma Black Belt practitioners to help guide program implementation and have begun conducting "rapid improvement events" of the highest priority areas identified in our project pipeline, where initial results have been promising.

## Knowledge Management

Another critical aspect of the APCSS transformation centers upon our ability to more effectively manage our knowledge resources and "to provide the right information, to the right people, at the right time". Based upon the work we completed last year in documenting nearly 40 core business processes, we took the next steps towards acquiring a modernized information management system to replace the manual work processes and outmoded systems now in place. After developing detailed information requirements for our key business areas and conducting an extensive analysis of available software solutions and vendors, we decided on a three-phased plan to fully operationalize an integrated Enterprise Knowledge Management System (EKMS) to meet the diverse and increasing information needs of APCSS and its knowledge workers.

Phase I implementation of EKMS began late this year and will be completed by mid-2010 with the deployment of software that will improve our ability to organize, store, retrieve and share our knowledge resources and more effectively collaborate with internal and external stakeholders. Phase II preparations are already underway and we expect to begin fielding DSCA's new Regional Center Personnel and Administrative Management System (RCPAMS) during the fourth quarter of 2010. RCPAMS will provide APCSS and the other Regional Centers with an enterprise system to support the Admissions, Registrar and Alumni functions and provide improved reporting and student management capabilities.

Phase III of EKMS will focus on supporting the other business areas of the Center to include Human Resources, Procurement, Budget and Accounting, and Business Intelligence. The final phase of EKMS is projected to begin in mid to late 2011. Once completed, EKMS will provide powerful new tools to better manage our valuable knowledge resources and empower our workforce and customers with the modern business solutions they need and deserve. 

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# TECHNOLOGY TO CONNECT

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## Distributed Learning/Simulation Support Program--DSP


The Distributed-Learning/Simulation Support Program (DSP) is a multifaceted, staged effort that includes distributed and blended learning, digital/networked course management, digitally accessed (primarily via the Internet) readings and reference resources. DSP will use interactive simulations and exercises as powerful adjuncts to all of APCSS educational programs.

According to program lead Professor Herman Finley, "the program provides capability to reach out to the students

where they are, in ways that accommodate their needs and professional challenges."

This new program aims to deepen and expand APCSS's impact across the entire range of the Center's potential student population through the enhancement of existing resident programs, development of a continual education process for alumni and the creation of an assortment of on-line courses designed to attract new members to the Center's circle of influence. Rapid adoption of leading edge educational technologies and methods will be an important component of the program as will be

the use of interactive simulations and decision-analysis drills. Specific educational objectives span at least three areas:

- Continual learning through communication-technology connectivity and course offerings
- Enhanced in-resident learning through use of classroom technology and blended learning
- Use of exercises and simulations to develop skills in building shared awareness (problem analysis), practicing course of action analysis and collaborative decision making (face-to-face and on-line). 



ASIA-PACIFIC CENTER FOR SECURITY STUDIES

# FACT SHEET

OUTREACH

Conferences/Workshops ..... 140

Attendees since 1995..... 7,900+ from 77 countries

### Special Courses:

- Malaysia Outreach: ..... 27
- Cross-Regional Cooperation: ..... 27
- HDAC Outreach: ..... 9
- Pacific Rim Security: ..... 14
- Timor-Leste Workshop: ..... 8
- CSRT Outreach in Cambodia: ..... 10
- Security Sector Development: ..... 41



COURSES

### Advanced Security Cooperation (ASC)

- 36 Classes
- 2,399 Fellows
- 57 countries
- LTC/COL/BG/civilian equivalent
- since September 1996

### Transnational Security Cooperation (TSC)

- 22 Courses
- 445 Fellows
- 34 countries
- 3 int'l organizations
- General officer/vice-ministerial level
- since August 1999

### Comprehensive Crisis Management (CCM)

- 7 Courses • 324 Fellows • 41 countries
- since August 2006

### Asia-Pacific Orientation Course (APOC)

- 8 Courses • 506 Fellows • 8 countries
- since March 2007

### Senior Asia-Pacific Orientation Course (SEAPOC)

- 2 courses • 19 Fellows
- since September 2008

### Junior Executive Course (JEC)

- 6 courses • 134 Fellows

### Comprehensive Security Responses to Terrorism (CSRT)

- 12 Courses • 642 Fellows • 70 countries
- since April 2004

**Total Alumni: 4,639**

ALUMNI

### Alumni Associations (45)

- |             |              |              |             |              |                  |
|-------------|--------------|--------------|-------------|--------------|------------------|
| Australia   | Chile        | Indonesia    | Mauritius** | Philippines  | Timor-Leste      |
| Afghanistan | Comoros      | Iraq         | Micronesia  | Rep of Korea | Tonga            |
| Am. Samoa   | Cook Islands | Japan        | Mongolia    | Russia       | Tuvalu           |
| Bangladesh  | Fiji         | Lebanon      | Nepal       | Solomon Is.  | Vanuatu          |
| Bhutan      | Guam         | Maldives     | Pakistan    | Sri Lanka    | Vietnam          |
| Cambodia*   | Hong Kong    | Madagascar** | Palau       | Taiwan       | US (DC & Hawaii) |
| Canada      | India        | Malaysia     | PNG         | Tanzania     |                  |
|             |              | Marshall Is. | Peru        | Thailand     |                  |

To be chartered Brunei, China, Kenya, Laos, and Mozambique \* Informal association \*\* Joint alumni association with the Africa Center

### Alumni in senior positions

- President/PM (1)
- Vice President/Deputy PM (3)
- Minister/Deputy Minister (24)
- Ambassador (79)
- Chief or Deputy Chief of Defense (15)
- Chief or Deputy Chief of Service (38)
- Cabinet or Parliament appointment (21)
- Advisor to Pres/King/Cabinet (35)

RESEARCH

### Research Projects for FY10

- Issues for Engagement: Asian Perspectives on Transnational Security Challenges



## ASIA-PACIFIC CENTER FOR SECURITY STUDIES

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as of September 30, 2009

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Program Manager for Comprehensive Security Development (CSD) . . . . . Dr. Rouben Azizian  
Program Manager for Transnational Security and Crisis Management (TSCM) . . . . . Dr. Alfred Oehlers  
Research Chair . . . . . Dr. Ehsan Ahrari  
Publications Chair . . . . . Dr. David Fouse

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Humanitarian Assistance,  
International Law and Human Rights  
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and Religion  
Dr. Rouben Azizian . . . . . Diplomacy/Eurasia  
Ms. Miemie Winn Byrd . . . . . Economics & Business  
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Capt. (Ret.) Carleton Cramer, U.S. Navy . . . . . Terrorism,  
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Maj. Brian Middleton . . . . . Korea  
Mr. Justin Nankivell . . . . . Int'l Law, Maritime Security  
Ms. Kerry Nankivell . . . . . International Relations  
Cmdr. Brian O'Donnell . . . . . Military/International Law  
Dr. Alfred Oehlers . . . . . Economics/Southeast Asia  
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Lt. Col. Ron Sargent, U.S. Army . . . . . Southeast Asia  
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Reform  
Mr. Shayam Tekwani . . . . . Security Sector Reform  
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Dr. William A. Wieninger . . . . . WMD Proliferation/Non-  
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# FEDERAL EXECUTIVE BOARD

Each year the Federal Executive Board (Pacific Region) recognizes government employees and team for outstanding performance. During the 53rd Annual Excellence In Federal Government Awards Luncheon held in May 6, 2009 the following APCSS Team and individuals received awards:



Admissions Team



Doris Dyogi

Team Excellence Award  
**Admissions Team**

Professional, Administrative,  
and Technical  
**Doris Dyogi**

Clerical and Assistance  
**Karen Griffon**

Supervisor/Manager  
**Brad Ong**



Karen Griffon



Brad Ong

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