## Table of Contents

What’s new at APCSS...............................................................6-7  
Asia-Pacific Collaborative Security Consortium (APCSC) and Regional International Outreach (RIO) Update ..................8  
Executive Course Streamlined..............................................9  
Outreach ................................................................................10-11  
Conferences and Outreach Events ......................................12-13  
Publications ...........................................................................14-15  
Faculty in the News 16-17  
APCSS Faculty & Guest Speakers .........................................18-19  
Course Overview .................................................................20-21  
  Senior Executive Course:  
  Transnational Security Cooperation.................................22-23  
  Executive Course: Advanced Security Cooperation...24-26  
  Comprehensive Security Response to Terrorism......27-29  
  Stability, Security, Transition and Reconstruction.....30-31  
  Junior Executive Course:  
  Asia-Pacific Security Foundations...............................32-33  
Alumni Associations..............................................................34  
APCSS Statistics....................................................................35

“There is no security on this earth, there is only opportunity.”

*General Douglas MacArthur*
The Asia-Pacific Center for Security Studies (APCSS) is a Department of Defense academic institution providing a forum where current and future, military and civilian, leaders from many Asia-Pacific nations gather to enhance Asia-Pacific security cooperation through programs of executive education, professional exchange and policy-relevant research.

Our Mission

APCSS educates and develops leaders to advance strategic communications and security cooperation in the Asia-Pacific Region.

Our Vision

APCSS adds unique value as a:

- Venue of choice for security-cooperation education
- Trusted strategic communication facilitator
- Sought-after security-challenge counselor
- Catalyst for capacity-building (e.g., leader, interagency)
- Foundation for communities of influence

Guiding Principles

- Professional and personal relationships are priority #1.
- Adaptive, innovative and flexible. Asking why not?
- State-of-the-art in use of technology & methods
- Focused on most important and emerging security challenges
- Promoting prevention of conflicts and peaceful resolution of disputes
- Seeking long- and near-term returns on investment
- Committed to teaming regionally and globally
Accomplishing the Mission

The Asia-Pacific Center for Security Studies has a strong focus on executive education via both resident and regional events. These academic events include resident courses and outreach events including mini-courses, conferences and research. They are intertwined to produce a dynamic, integrated program of study, conferences and research to support the Center’s mission.

Objectives provided by the U.S. Department of Defense guide our executive courses and regional events. These main objectives are:

- Counter Ideological Support for Terrorism
- Harmonize on Common Security Challenges
- Educate on the Role of Security in Civil Society

An Indonesia workshop with senior government officials and DEPHAN resulted in progress toward the GOI forming a national security council and opened critical lines of communication and partnership between government officials and security forces. The outcomes, including legislation drafted during the workshop, were briefed to Minister of Defense Sudarsono, who forwarded the recommended terms of reference to the Indonesian President. A similar workshop in Nepal facilitated critical discussions among leaders of major political parties, government ministry policy makers, academics, and security practitioners on democratic transition and security-sector reform. The effort appears to have helped restore confidence between the civilian leadership and the security forces and give the security forces a meaningful stake in the democratic transition. The recommendations were received enthusiastically by the Prime Minister, and are now intended to provide a roadmap of next steps needed in a joint government-political party-security-sector elite effort at reform.

An Indonesia workshop with senior government officials and DEPHAN resulted in progress toward the GOI forming a national security council and opened critical lines of communication and partnership between government officials and security forces. The outcomes, including legislation drafted during the workshop, were briefed to Minister of Defense Sudarsono, who forwarded the recommended terms of reference to the Indonesian President. A similar workshop in Nepal facilitated critical discussions among leaders of major political parties, government ministry policy makers, academics, and security practitioners on democratic transition and security-sector reform. The effort appears to have helped restore confidence between the civilian leadership and the security forces and give the security forces a meaningful stake in the democratic transition. The recommendations were received enthusiastically by the Prime Minister, and are now intended to provide a roadmap of next steps needed in a joint government-political party-security-sector elite effort at reform.

**Read more about APCSS Outreach Events on page 10**

The accomplishment of the mission can be best summed up by a senior Vietnamese Colonel and Vietnam War Veteran when he announced to the APCSS Director at an alumni dinner in Vietnam, “You once came with a rifle and were an enemy...you now come with new ideas to help us help each other, and you are welcome.”
A Word from the Director

Aloha from APCSS! 2006 has been a year of transformation here at APCSS as we have assessed in detail program content, format and scheduling. We have learned much. We’re wisely applying it to improve what we offer.

In the past year, I have traveled to many of the countries which routinely supply participants in our programs, from in-residence courses, to conferences in Hawaii and the region, to research projects. The Deputy Director, Dean, Deputy Dean and many of the faculty have also traveled extensively in the region, enabling many inputs to our assessment of needs and requirements. Firsthand, we have identified what key security practitioners are dealing with daily, given various security environments. Alumni input to us in that regard has been very helpful. We have listened carefully, and we have made some adjustments in content, format and scheduling. In all cases we have done so to ensure that all our programs accomplish four tasks:

--one, attract participants who most need and can best profit from what we uniquely offer at APCSS
--two, offer these participants timely and well focused knowledge “additions” and help them practice applying same to the toughest security challenges now and ahead
--three, expand useful networks of seasoned collaborators who have gained confidence in each other’s judgment, and
--four, cause leaders to act responsibly to accomplish security cooperation steps they recognize as necessary and worth any associated risks.

Further, we are committing resources to upgrading our connectivity throughout the region to enrich the learning and sharing audience, physically in our physical plant in Honolulu and virtually using new technology that can connect us real-time to anywhere in the region. Our physical plant is scheduled for expansion by 2010, and our current facilities are gaining new educational technology, beginning with some items we are already installing and testing in seminar rooms. The idea is not only to share learning more efficiently, but also to introduce all who come to APCSS to more state of the art information technology, without which security practitioners are disadvantaged.

Given a dynamic global and regional set of security issues that require focused attention daily by highly capable and networked leaders, we are confident we are conducting a program that will adaptively continue to identify and meet the current educational and leader-development needs of Asia-Pacific security practitioners. We feel sure we are doing so in a way that anticipates current and future real world security challenges.

Most importantly, we are applying best practices to facilitate genuine improvements in APCSS people and systems.

At APCSS our focus remains on enabling leaders. We are committed to helping all those with whom we intersect, whether in Hawaii or throughout the region, to realize a new level of leader capacity. Our aim is to get the right challenges better understood because they’re more precisely analyzed, better addressed because the effort to do so is more collaborative, integrated and synchronized within and among national security practitioners, and better postured for long-lasting results favorable to the common good because networks were better leveraged to the advantage of all. The world is not only smaller and flatter; it’s more complicated and requires leader capacity at a new level.

APCSS, working with counterparts throughout the region and world, exists to help. And, we’re committed to doing so in a way that makes our learning and sharing experience highly sought for all the right reasons. We promise our best. Keep telling us how we can better help you. Mahalo for your loyal support!
Preparing security practitioners to deal with contemporary stability challenges in a comprehensive manner across the spectrum of instability and stability, is the focus of a new course at the Asia-Pacific Center for Security Studies. The first Stability, Security, Transition and Reconstruction (SSTR) course was held in August 2006 APCSS with 26 Fellows, representing military, constabulary, diplomatic, academic, and humanitarian professions, spanning 17 Asia Pacific countries.

The three-week course is aimed at preparing security practitioners from across government and private sector to not only successfully participate in post-conflict and post-complex emergency stabilization and reconstruction operations and activities, but also to plan, evaluate, and execute proactively in order to avert or mitigate brewing conflicts and complex emergencies.

Last November, the Secretary of Defense directed that within the US military stability operations (defined as “military and civilian activities conducted across the spectrum from peace to conflict to establish or maintain order in states and regions) should have the same priority as combat operations. The course’s focus begins in a preemptive and preventative mode, and extends well beyond crisis response. For instance, according to Major Mike Weisz, Deputy Course Coordinator, “reconstruction activities, although considered to be a part of stability operations, are nonetheless longer term, focused on the post-conflict/post-destructive phase, are generally civilian led, and are broader in scope and consider such diverse areas as security, governance, justice, and economic and infrastructure development.” In addition to reconstruction activities, types of stability operations include preventive diplomacy, developmental aid to nation-states, peace operations, humanitarian assistance/disaster relief, and combating terrorism to name but a few.”

The SSTR Course grew out of a simultaneous appreciation for the changing strategic environment, is consistent with recent presidential directives and fully supports Department of State and DoD initiatives. Since the end of the Cold War, the world has witnessed an increase in intrastate conflict (civil war, ethnic conflict, etc.), and the concomitant humanitarian crisis and complex emergencies that often result from such conflicts. At the same time we are painfully aware that natural disasters are proving more destructive than ever due to the compounding effect of insufficient emergency response structures, pre existing environmental damage, and population stress. Effective stability security and reconstruction activities are a way to either prevent or mitigate the effects of those conflicts, crises, and emergencies. The SSTR Course in sum than, takes a comprehensive approach to security, stability operations and reconstruction activities.

Course content focuses on three broad topic areas: (1) pre-conflict/complex emergency condition-setting, (2) post-conflict/complex emergency transitions, and (3) post-conflict/complex emergency reconstruction. The course also addresses basic definitions and types of stability operations, coalition building and inter-agency coordination, interventions and occupations, post-conflict/post-complex emergency reconstruction steps, transition planning, and strategic communications, information management and complex problem solving.

Course content is delivered via lectures and a heavy dose of “learning by doing.” Active learning is achieved through activity-based seminars and three role-playing exercises. The curriculum is designed, therefore, to impart vital knowledge as well as to develop leaders’ skills and frameworks in order to improve the effectiveness of SSTR practitioners.
Testing New Education Technology

Current regional issues aren’t the only thing being researched by APCSS faculty. In addition to revamping courses, staff and faculty are experimenting with a variety of new technologies to enhance the educational experience.

APCSS is installing wireless connectivity throughout the center so Fellows can connect to the Internet. We are also looking at ways to record auditorium presentations, with the accompanying graphics, and make them available to the Fellows in a way they can re-listen to all of the presentation or only those parts they want to review.

One of APCSS’s eight seminar rooms has been upgraded to include some of the latest technology including wireless internet connections, polling technology an electronic smart board and more.

According to Lt. Gen. (Ret.) Smith, “these upgrades will be tested by faculty members to determine how this technology can help seminar groups connect, globally and regionally, to enrich our Fellows experience at APCSS.” Additionally, APCSS is developing an improved learning portal that will allow current and past Fellows to not only review course presentations, but also to access a wide range of intellectual resources and engage in threaded discussions with “communities of interest” of subjects of concern to them professionally.

“We are looking at what technology will best enhance learning and improve sharing. Before we invest by upgrading all the seminar rooms we will test the equipment to ensure we are making the wisest purchases,” said Smith.

APCSS is also investing in technology that will enhance the ability of alumni to gain access to information resources during natural and made-made disasters. The Asia-Pacific Collaborative Security Constorium’s web portal was introduced during November 2006 SSTR course and will be rolled out for regional use later next year. (see story on next page)

Partnering with Other Regional Experts

In the last year APCSS has established relations with 34 foreign educational institutes/think tanks in 16 countries. These relationships are leading to co-hosted conferences, workshops, mini-courses and other outreach projects in the region. Expected collaborations could include - virtual participation and curriculum enhancement via VTCs, partnering in co-hosting and presenting in Outreach and Conference workshops, faculty subject matter expert cooperation, and joint efforts in publications and research projects.

Here’s a partial listing of some of the organizations APCSS is working with or discussing possible future events:

**Australia**: Centre for Defence and Strategic Studies

**Bangladesh**: Bangladesh Institute of International and Strategic Studies and the Bangladesh National Defense University

**Brunei**: Institute of Defense Studies and the Civil Service Institute

**Cambodia**: Cambodia Institute for Cooperation and Peace

**India**: Institute of Defense Studies and Analyses, Institute for Conflict Management, and the Centre for Security Analysis

**Indonesia**: Department of Defense Education Department(DEPHAN)

**Japan**: National Institute for Defense Studies and Japan Institute of International Affairs

**Korea**: Korea Institute of Defense Analyses

**Malaysia**: Southeast Asian Regional Center for Counter Terrorism

**Nepal**: Center for Nepal and Asian Studies, Tribhuvan University

**Pakistan**: National Defense College and Bahria University

**Philippines**: National Defense College of the Philippines

**Singapore**: Institute of Defense and Strategic Studies

**Sri Lanka**: Kotowela Defense Academy, Bandaranaike Center for International Studies and Regional Centre for Strategic Studies

**Thailand**: National Defense Studies Institute and the National Defense College

For several years, APCSS has been working to develop an extra-internet environment to connect APCSS with alumni world-wide.

The system has evolved to include the other regional centers, some whom were also working on similar projects, so that we can better share information and improve communications between subject matter experts.

Today the Defense Security Cooperation Agency has the lead on developing a coordinated system that will meet the needs of the Regional Centers.

There are three “spirals,” or phases, of implementation with beta versions to be released between spirals as necessary. Spirals 1 and 2 have been developed. Spiral 3 is scheduled for October 2007.

Spiral 1 is the infrastructure of the system and will only be open to U.S. staff at the regional centers. The current spiral includes a document manager, calendar of events, blog section, news, contact information and even a “chat” feature.

Alumni users will be integrated into the system in mid-2007.

Spiral 3 will standardize the interface to relevant Center databases, track property, and also further develop other capabilities based on requirements identified in Spiral 2.

The new system will come with support. Space and Naval Warfare Systems Command is providing an “In Country Consultant” to serve as a technical liaison between the Regional Centers and RIO team. The ICC will assist with operations and training and also promote RIO content development.

The APCSC is composed of the APCSS, the Pacific Disaster Center, the Maui High Performance Computing Center, the Multi-National Planning and Augmentation Team, and the Asia Pacific Area Network. Common to all these organizations is their interest in broad aspects of security and regional stability – both from a preventative perspective, as well as that of disaster and conflict response.

APCSC operates on the concept that the whole is greater than the sum of the parts, and that free sharing of information and perspectives is not only a benefit but a necessity in today’s security environment. It aims to increase the individual effectiveness of each organization by increasing information sharing among themselves and their alumni, as well as increasing the network capacity across international and civilian - military boundaries. The presence of the consortium will not alter the distinct and individual missions of the constituent organizations, and each organization will continue to excel in its respective area, maintain its won independence, and mature its own community of interest. The collaboration and information sharing of the APCSC will be virtual and a portal will be established to enable as broad a community as possible to access it.

Coming soon...

Regional International Outreach

The APCSS has joined with five other Hawaii-based, DoD-funded organizations to form a consortium called the Asia Pacific Collaborative Security Consortium, or APCSC. This consortium “conducts international security and stability related education, assessments, research, and outreach; collaborating in order to build regional security capacity, improve regional stability, and respond or mitigate strategic shocks, disasters, and humanitarian crisis within the region. It does this in order to support national security aims and respond to the humanitarian imperative.”

Hawaii Model Workshops were held in early 2007 on a number of issues including IT connectivity.

Asia Pacific Collaborative Security Consortium

(formerly the “Hawaii Model”)
Executive Course Streamlined to 6 Weeks

During 2006, the Executive Course: Advanced Security Cooperation was reduced from 10 weeks to 6 weeks based on feedback from the region. While most agreed the course was extremely valuable, most government representatives expressed a concern for allowing their “best and brightest” to be gone for the full 10 weeks.

The six-week course focuses on identifying opportunities and developing approaches for enhanced regional security cooperation offers an intensive, broad and interactive program which outlines the foundations of security studies. It provides an overview of regional security perspectives, examines transnational security challenges and discusses the role of governance and development in maintaining peace and stability in the region.

According to Dr. Rouben Azizian, the EC course manager, the course was streamlined and adapted to security realities in the region. While individual presentations and seminar discussions reflect the diversity of the faculty, the course management attempts to further improve the coherence of each of its three modules and of the course itself.

The Fellows’ feedback remains a vital source of innovations in the course.

The goals of the Course are to:
• Address security issues of common concern to Asia-Pacific nations.
• Develop approaches to enhance international and interagency security cooperation.
• Enhance leader skills and ability to communicate, analyze and act at team level.

• Extend the network of professional relationships among security practitioners.

The course is composed of three required elements: a core curriculum, a specialized studies program, and a professional enhancement program.

The core curriculum provides grounding in significant issues affecting the Asia-Pacific Region. The specialized studies program complements the core curriculum and provides Fellows the opportunity to broaden and deepen their studies on selected topics. Each Fellow is encouraged to participate in at least two elective courses and can also write a research paper. The professional enhancement program expands Fellows’ personal and professional horizons by offering a varied menu of skills courses, such as computer or media skills, extended seminars and workshops, presentations from eminent professionals in the security arena, and visits to important security-related organizations.

Lunchtime Learning
In the Summer of 2006, APCSS began encouraging Fellows to share their knowledge during “Brown Bag Lunches.” Here is a listing of some of the presentations held during the year:

• Sun Tsu’s “Art of War”
• Australian Naval Doctrine
• Musashi’s “Book of Five Rings: Japan’s Art of War”
• The Indian Art of War: The Mahabharata Paradigm
• The Role of Congress in U.S. Foreign Policy Decision-making
• Kingdom in the Clouds: Maoist Insurgency, Regime Change, and Challenges of Democratic Transition
• Muslim Secessionist Movements and Terrorism in the Philippines
• Vietnam Integrates with the World: Can the Water Buffalo Fit In?
• Broken Waves, Rising Tensions: Civil-Military Conflict in Fiji
• Bangladesh: Political Crisis and Prospects for Democracy
• Ethnicity, Religion, and Insurgency in Iraq
• Gross National Happiness and the Bhutanese Way
• Tonga in the Twilight Zone: Violence in the Name of Democracy or Greed?
• India-US Nuclear Pact: Is There Any Devil in the Details?

An Indonesia Brigadier General, Expert Staff to the Commander in Chief, stated that his experience at APCSS assisted and inspired him in coordinating a 16-nation humanitarian relief effort in Aceh when he was the Deputy Commander of TNI Humanitarian Assistance Operations. “APCSS is [an] invaluable course.”
Outreach Program

The Center’s staff and faculty routinely travel throughout the Asia-Pacific region to conduct mini-courses, conferences and research addressing specific needs identified by host nation and U.S. Embassy officials.

Examples of Outreach Events and Feedback

- APCSS Director’s visit to Nepal in January 2006 resulted in a 3-5 day seminar request from the Ambassador and Nepal Officials to facilitate efforts to understand basic democratic governance, principles and processes and introduce principles of Defense Reform. A bilateral workshop was held in August 2006 co-hosted with Tribhuvan University’s Centre for Nepal and Asian Studies. The workshop included representatives from the current Government of Nepal, the Nepalese Army, major political parties and civil society groups.

- APCSS Director’s visit to Singapore in January 2006 resulted in a joint conference on Southeast Asia with the Institute of Defense and Strategic Studies (IDSS). The 3-day conference of 30 SE Asia governance and security-cooperation experts addressed effectiveness of responses to terrorism, insurgency and separatist violence in Indonesia, Thailand, and the Philippines.

- Philippine officials requested APCSS facilitate a 2-3 day senior security official discussion about ways to improve interagency coordination related to current and future transnational threats in country and nearby.

Facilitiated by LTG Smith and his team, Nepali politicians developed coherent, practical goals and objectives. The Nepali security forces took the guidance from the political leadership and developed recommendations on roles, missions, and capabilities for security reform. Finally, the politicians and security forces jointly developed a roadmap and milestones for implementation.”

- U.S. Ambassador to Nepal

Cambodian Deputy Director of International Relations for Ministry of Interior (EC 2006-1) prepared a report on counterterrorism while at APCSS which is now being used in his country’s security policy process. The new perspective of the Cambodia Government was quoted from his report in a meeting between Cambodia-Australia-England on Cooperation against Combating Terrorism on 5 May 2006.

Outreach meetings in Vietnam

Dr. Rouben Azizian and Mr. Dave Shanahan lead a seminar group during the 5-day workshop.
Pakistan and Bangladesh - Opportunities and Feedback

In September 2006, APCSS director retired Army Lt. Gen. Ed Smith recently visited Pakistan and Bangladesh to discuss upcoming events and opportunities as well as get feedback on APCSS programs. The 10-day trip took place in September with positive results.

According to the Director, “Many obvious and some not so obvious security-sector challenges impact both Pakistan and Bangladesh, directly and indirectly. Having the opportunity to discuss them firsthand in country with key officials has helped APCSS analyze how it can best assist in its in-residence and outreach educational and leader development programs.”

In Pakistan, the director met with key members of the U.S. embassy country team, principal host-nation government officials and leaders of various educational institutions and think tanks, all of whom enthusiastically supported APCSS and its programs.

Pakistani officials encouraged APCSS to present an outreach event in Pakistan, recommending several possible topics for discussion, including border control and integrating national and international security priorities.

In Bangladesh, representatives from the Ministries of Foreign Affairs and Defense energetically supported APCSS and its programs. Both expressed desire for enhanced cooperation with APCSS, including faculty visits and in-country seminars/workshops.

They also visited educational and research organizations such as the National Defense College and the Bangladesh Institute of International and Strategic Studies (BIISS) to discuss possible future collaborations.

Outreach opportunities exist. According to Gasner, “We will study the possibility of providing such an outreach event probably in support of the Near East South Asia (NESA) Center.”

Lt. Col. John Gasner, chief of the APCSS alumni and outreach branch, provided the following feedback from the region. “Everyone praised APCSS’ new strategic direction, including the ideas of reducing (EC) course lengths; broadening the prospective pool of course participants to include NGOs and media personnel; adding the Security, Stability, Transitions and Reconstruction course; and most of all, expanding the APCSS mission to include outreach education.”

Director’s Outreach Trips 2005-2006

- Bangladesh
- Brunei
- Cambodia
- India
- Indonesia
- Malaysia
- Nepal
- Laos
- Pakistan
- Singapore
- Sri Lanka
- Thailand
- Vietnam
**Conference Technology Learning Center**

To help fill shortages in the computer lab, library, and conference room, a 10,322 square foot facility has been designed to expand the capabilities of the center. This new facility will increase the sizes of the computer labs and the library to better enable directed high tech learning. Scheduled for fiscal year 2010, the construction will also lower future maintenance cost and installs a capped roof on the current auditorium.

---

**Conferences**

Tightly focused conference programs are held to address the most challenging regional and transnational security issues and cooperation tasks likely to be faced in the near future. These serve as a forum for key regional, interagency, multinational security policy drafters and decision makers to develop cooperative approaches to best solve the anticipated problems.

---

**Japan’s Foreign and Security Policies: Alternatives and Drivers**

Oct. 4-6, 2005

This conference focused on the options Japan has in its foreign and security policies, the factors shaping those options and the choices Japan will have to make, and the implications of Japan’s decisions. The goals of this conference were to:

- Examine the ongoing debate within Japan about foreign and security policy alternatives available to the country in order to determine what direction will most likely be taken by Japan;
- Consider the various factors that shape decisions and the direction taken by Japan regarding its foreign and security policies and the relative importance of those factors;
- Assess the implications of possible alternative directions and factors on the US-Japan alliance and key Asian security issues.

---

**Northeast Asia and Mongolia: Opportunities and Challenges**

Nov. 8-10, 2005

On 8-10 November 2005 APCSS held its first conference on Mongolia and its role in shaping the Northeast Asian security environment. The conference was co-sponsored by the School of Hawaiian, Asian and Pacific Studies of the University of Hawaii and the East West Center. The Mongolian Academy of Management was another major contributor. Among the key objectives for the conference was to

- Assess the role of Mongolia in regional processes in Northeast Asia;
- Assess the current state and future prospects of Mongolia’s relations.

One of the expected major outcomes of the conference was the identification of new opportunities for promoting multinational cooperation in Northeast Asia- a region that has been lacking in mutual confidence, security interaction, and regional institution building.

---

**Countering the Support Environment for Terrorism in the Asia-Pacific**

Jan. 31-Feb. 2, 2006

To understand the support environment for terrorism in Southeast Asia, the Asia-Pacific Center for Security Studies hosted a 3-day conference involving roughly 40 participants. Among the objectives of the conference were to:
• Assess and understand the ideological underpinning of terrorism in the region (and its causes) and current trends;
• Assess the transnational ‘enabling’ factors, such as crime, porous borders, availability of small arms and explosives, that helps sustain terrorist organizations;
• Assess current measures by states (and regional organizations) to counter terrorism and to identify any limitations that are acting as barriers to success;

Terrorism, Geopolitics and Multinational Security Cooperation in Central Asia
Feb. 22-24, 2006

This conference addressed the complex security environment of Central Asia as the region continues to struggle with the phenomena of terrorism and religious extremism, poverty and corruption, political instability and authoritarian governance, great power suspicion and rivalry. This conference examined the trilemma posed for Central Asia and the broader Asia-Pacific region.
• First, for the war on terror in the region to be successful it must evolve into well-implemented stabilization and reconstruction efforts, as well as dramatic improvements in governance and human rights.
• Secondly no country, even the United States, can win the war or alter the situation in Central Asia alone. The effort requires cooperation between all the major powers and stakeholders in the region. The magnitude of the problem of terrorism, which effects most if not all countries in the region, should preclude another variation of the Great Game.

• Finally while the number of regional organizations and security forums in Central Asia has been growing, there is little coordination between them, which triggers counterproductive rivalry and plays into the hands of extremist elements. Since terror knows no borders, what happens in Central Asia significantly impacts developments in South Asia and the rest of the Asia Pacific.

Military Role in Combating the Underlying Conditions of Terrorism
Apr. 18-20, 2006

Thirty-eight counter-terrorism professionals gathered at APCSS to examine the roles of the U.S. military in combating the underlying conditions of terrorism.

The Joint Staff Conference was co-sponsored by the U.S. Pacific Command, the Asia-Pacific Center for Security Studies, and the Center for Strategic Leadership of the U.S. War College (USAWC). Conducted for U.S. government officials, participants dealt specifically with the role and contributions of combatant commands within an interagency framework in countering the ideological support to terrorism.

Strategic Communications: How the RCs can advance the Art...
Aug. 14-16, 2006

Communication practitioners from the Regional Centers, Combatant Commands and components, as well as academics, met to discuss how to advance the art of strategic communication.

Technology Cooperation and Asia-Pacific Maritime Security
Aug. 22-24, 2006

This conference evaluated and assessed existing intra-regional maritime security issues; analyzed current maritime institutional and technological capabilities in the region; identified issues that would provide opportunities for U.S. engagement in addressing existing and potential regional maritime threats; and generated cooperative approaches and initiatives for enhancing intra-regional technological cooperation and exchange to improve the maritime security environment.

Security Cooperation and Governance in Southeast Asia:
Responding to Terrorism, Insurgency and Separatist Violence in Indonesia, Thailand, and the Philippines
Sep. 26-28, 2006

This conference, with focus on Indonesia, Thailand, and the Philippines, assessed of the current status and prospects for resolution of the three primary security threats facing Southeast Asia today: separatism, insurgency, and terrorism. This conference also identified the relationships and dynamics linking these three threats; absorb lessons learned from security responses to date; and identify regional needs and opportunities for U.S. engagement to address current and potential threats.
**APCSS Publications**

### Special Assessment Series

The Asia-Pacific and the United States 2004-2005 - Dr. Satu Limaye (ed.) (4/05)

### Brief Analytical Reports

**Spotlight On Indus River Diplomacy:** India, Pakistan, And The Baglihar Dam Dispute - Robert G. Wirsing and Christopher Jasparro (5/06)

Lukewarm Partner: Chinese Support For U.S. Counter-terrorism in Southeast Asia - Dr. Denny Roy (3/06)

Enhancing Basic Governance: Japan’s Comprehensive Counterterrorism Assistance To Southeast Asia - Dr. David Fouse, Dr. Yoichiro Sato (2/06)

China and the East Asian Summit: More Discord than Accord - Dr. Mohan Malik (2/06)

Taiwan Strait Update: Crisis Deferred - Dr. Denny Roy (2/06)

China and Nuclear Nonproliferation - Dr. Denny Roy (2/06)

ROK’s Nuclear Experiments: A Successful Case of Alliance Management - Dr. Steven Kim (3/05)


Pakistan’s Transformation: Why It Will Not (and Need Not) Happen - Dr. Robert G. Wirsing (1/05)

Regional Reverberations from Regime Shake-up in Rangoon - Dr. Mohan Malik (1/05)

### Occasional Paper Series

U.S. Security Policy in South Asia Since 9/11 - Challenges and Implications for the Future - Polly Nayak (2/05)

**China’s Rise in Asia - Promises, Prospects and Implications for the United States** - Robert G. Sutter (2/05)

### Edited Volumes

A Turning Point: Democratic Consolidation in the ROK and Strategic Readjustment in the US-ROK Alliance - Alexandre Y. Mansourov (9/05)

Bytes And Bullets: Information Technology Revolution and National Security on the Korean Peninsula - Alexandre Y. Mansourov (8/05)

**New Joint Venture:**

**APCSS Partners with Russian University on New Publication**

In the book’s forward, FENU president Vladimir Kurilov states that “the participants of the project, whose papers are collected in this volume, are leading specialists on international relations in the Asia-Pacific region and polices of key regional actors. Each topic is represented by two papers – one authored by an American and the other by a Russian expert – which allows the reader to assess and compare Russian and American approaches to major issues of regional politics.”

“The demand for a collective work on this topic…has existed for quite some time,” said APCSS director, Lt. Gen. (Ret.) Ed Smith in his book forward. Meeting this demand, however, required a group of enthusiasts who were prepared to spend time and effort to make the project a reality.”

For more publications go to www.apcss.org and click on “publications”
On-Going Faculty Research Projects

- Transnational Convergence, Transport Integration, and Terrorism: Cambodia Case Study - Dr. Christopher Jasparro
- Combating Threats of Maritime Security in Southeast Asia - Dr. Ian Storey
- Trans-Boundary River Waters Conflict in South Asia - Dr. Robert Wirsing
- Jemaah Islamiyah, Jihadi Islamism, Inter-Agency Cooperation & the Evolution of Indonesian Counter-Terrorism Initiatives - Dr. Greg Barton
- Ethnic Diasporas & Great Power Strategies in Asia - Dr. Azizan and Dr. Wirsing
- Japan’s Maritime Security Initiatives: the Malacca Strait & Beyond - Dr. Yochiro Sato
- Trans-boundary River Waters Conflict in South Asia: Domestic Political Constraints on Interstate Water Resource Cooperation - Dr. Robert Wirsing
- The Dispatch of Japan’s GSDF to Iraq: Lessons Learned - Dr. David Fouse
- Resolving the Burma Imbroglio: Prospects for Six-Party Talks - Dr. Mohan Malik
- Southeast Asia Perceptions of Japan’s Maritime Security Initiatives -- the Malacca Strait & Beyond - Dr. Yoichiro Sato
- China and Maritime Security in the Asia-Pacific Region - Dr. Ian Storey
- Building Crisis Response Networks in Asia-Pacific Region: A Framework for Policy Makers - Herman Finley

“Projects like this one are very useful for helping Asia-Pacific security practitioners and policy makers identify both impediments and opportunities, close gaps, narrow differences of opinion, and stimulate better cooperation between our countries,” said Smith.

APCSS professor Dr. Rouben Azizian was the co-editor and APCSS project coordinator for the book. In addition, three of the seven Russian contributors are APCSS alumni. They are: Vyacheslav Amirov (C03-08), Vladimir Petrovsky (EC00-1) and Sergey Smirnov (EC03-1).

APCSS and FENU have built a steady partnership despite the differences in purpose and backgrounds of the institutions. APCSS is a U.S. Department of Defense academic institute while FENU is an accredited federal university and research institute of Russia.

“Those differences become secondary when we realize each other’s value in reaching out to interested audiences, providing unique educational experiences, and most importantly, expanding a regional community of security influence that shares a mutual concern for a secure, predictable, and friendly Asia-Pacific region,” said Smith.

Kurilov concurred stating that “in the present era of globalization and growing interdependence, intellectual, academic, and educational exchanges are increasingly important in contributing to international peace and security.”
APCSS Faculty in the news...

APCSS faculty members are widely recognized as experts in their field. They are frequently quoted in the news. In addition to publishing under the APCSS program, many faculty also produce articles for other academic organizations and periodicals.

* bold denotes article written by faculty members and other articles listed quote an APCSS faculty member

**“Will Flowers Bloom without Fragrance? Korean-Chinese Relations**” by Dr. Alexandre Mansourov, Harvard Asia Quarterly, Fall 2006

“**A Nuclear Nightmare Comes True,**” Time Magazine - Oct. 9, 2006 (Dr. Alexandre Mansourov)

“**North Korea-China ties strained by nuclear test vow**” Associated Press - Oct. 8, 2006 (Dr. Alexandre Mansourov)

“Russia pursues its destiny in the great northeast,” Honolulu Star-Bulletin - Aug. 13, 2006 (Dr. Rouben Azizian)

“China’s olive branch, with thorns,” by Dr David Fouse, Asia Times - Aug. 11, 2006


“Economic power struggles in Asia” - Japan Times- Dec. 17, 2006 (Dr. Yoshiro Sato)

“Keeping Japan ‘Onside’” Honolulu Advertiser- Dec. 17, 2006 (Dr. John Miller)

“Islam, energy needs and China are prime concerns in US policy: Berlin” Herald News (India) - Dec. 14, 2006 (Dr. Donald Berlin)

“N. Korean Threat Different For China” Los Angeles Times - Oct.. 13, 2006 (Dr. Alexandre Mansourov)

“China agrees to ‘prudent’ sanctions” AFP - Oct. 11, 2006 (Dr. Alexandre Mansourov)

“World ponders N.Korea proliferation risk” Associated Press - Oct. 11, 2006 (Dr. Alexandre Mansourov)

“**A Hiatus in the Sino-Thai “Special Relationship”**” by Dr. Ian Storey, Jamestown Foundation - Sep. 22, 2006

“MDP Attacks China Strategy,” Minivan News (Maldives) – Sept. 17, 2006 (Dr. Mohan Malik)

“Gayoom in China,” Minivan News (Maldives) – Sept. 13, 2006 (Dr. Mohan Malik)

“Next Troublesome Missile Test: Taiwan?” Christian Science Monitor - July 31, 2006 (Dr. Denny Roy)

“**Keeping Japan ‘Onside’**” Honolulu Advertiser - Dec. 17, 2006 (Dr. John Miller)

“**India Troops drill at Schofield Barracks**”, Associated Press - Sept. 18, 2006 (Dr. Don Berlin)

“**MDP Attacks China Strategy**,” Minivan News (Maldives) – Sept. 17, 2006 (Dr. Mohan Malik)

“China Shifting Spending Focus to Info War,” Defense News - Sept. 11, 2006 (Dr. Yoshiro Sato)

“**China To Buy Armed Hovercraft**,” Defense News - Sept. 11, 2006 (Dr. Yoshiro Sato)

“US Re-Positioning: Not re-arming the Pacific.” Island Business - Aug. 6, 2006 (Amb. Charles Salmon)

“North Korea’s Mounting Worries,” Time Magazine (Asia) - July 30, 2006 (Dr. Alexandre Mansourov)

“Multilateral Shanghaied,” by Dr. Mohan Malik, International Assessment and Strategy Center - July 15, 2006

“**Russia pursues its destiny in the great northeast,**” Honolulu Star-Bulletin - Aug. 13, 2006 (Dr. Rouben Azizian)

“US Re-Positioning: Not re-arming the Pacific.” Island Business - Aug. 6, 2006 (Amb. Charles Salmon)

“North Korea’s Mounting Worries,” Time Magazine (Asia) - July 30, 2006 (Dr. Alexandre Mansourov)

“Multilateral Shanghaied,” by Dr. Mohan Malik, International Assessment and Strategy Center - July 15, 2006

“US Re-Positioning: Not re-arming the Pacific.” Island Business - Aug. 6, 2006 (Amb. Charles Salmon)

“North Korea’s Mounting Worries,” Time Magazine (Asia) - July 30, 2006 (Dr. Alexandre Mansourov)

“Multilateral Shanghaied,” by Dr. Mohan Malik, International Assessment and Strategy Center - July 15, 2006

“US Re-Positioning: Not re-arming the Pacific.” Island Business - Aug. 6, 2006 (Amb. Charles Salmon)

“North Korea’s Mounting Worries,” Time Magazine (Asia) - July 30, 2006 (Dr. Alexandre Mansourov)

“Multilateral Shanghaied,” by Dr. Mohan Malik, International Assessment and Strategy Center - July 15, 2006

“US Re-Positioning: Not re-arming the Pacific.” Island Business - Aug. 6, 2006 (Amb. Charles Salmon)

“North Korea’s Mounting Worries,” Time Magazine (Asia) - July 30, 2006 (Dr. Alexandre Mansourov)
“US to move troops from Okinawa to Guam,” Mantagi (Tonga) - June 28, 2006 (Amb. Charles Salmon)


“Pacific engaged, or washed away? Implications of Australia’s new activism in Oceania,” by Dr. Eric Shibuya, Global Change, Peace & Security, Volume 18, Number 2 - June 2006

“Indo-Bangla water dispute should resolve bilaterally,” by Dr. Robert Wirsing, Islamic Republic News Agency - June 23, 2006

“China’s Portuguese Connection,” by Loro Horta (EC)05-2) and Dr. Ian Storey Yale Global - June 22, 2006

“Shanghai Club, Once Obscure, Now Attracts Wide Interest,” New York Times - June 15, 2006 (Dr. Alexandre Mansourov)


“Fallon’s mission: restore military ties with China,” Associated Press - May 10, 2006 (Dr. Denny Roy)

“New SAARC membership to invite challenges,” Daily News Monitoring Service (Bangladesh) - May 4, 2006 (Dr. Robert Wirsing)

“China’s Tightening Relationship With Cambodia,” by Dr. Ian Storey, Jamestown Foundation - April 2006

“Energy Security and Southeast Asia: The Impact on Maritime Boundary and Territorial Disputes,” by Dr. Ian Storey, Asia-Quarterly - April 2006

“India in the Indian Ocean,” by Dr. Don Berlin, Naval War College Review - April 2006

“China’s ‘Malacca Dilemma,’” by Dr. Ian Storey, Jamestown Foundation - Apr. 12, 2006

“China Responds To The U.S.-India Nuclear Deal,” by Dr. Mohan Malik, Jamestown Foundation - Mar. 29, 2006


“U.S.-India Nuke Deal May Hurt N Korea Talks,” Associated Press - Mar. 6, 2006 (Dr. Mohan Malik)

“China changes game in N. Korea,” Christian Science Monitor - Mar. 1, 2006 (Dr. Alexandre Mansourov)

“Navy will move six more submarines to the Pacific,” Associated Press - Feb. 27, 2006 (Dr. Mohan Malik)

“Pakistan remains wild card in international scene,” The News International (Pakistan) - Feb. 13, 2006 (Dr. Mohan Malik)

“Isolated Burma Turns to China for Support,” Voice of America - Feb. 14, 2006 (Dr. Mohan Malik)

“Gayoom Meets Indian Foreign Secretary While New Study Questions Closeness of Male’ and Beijing,” Minivan News (Maldives) - Feb. 13, 2006 (Dr. Mohan Malik)

“Delhi and Beijing tread warily,” by Dr. Mohan Malik, Asia-Times - Feb. 13, 2006

“China’s strategy of containing India,” by Dr. Mohan Malik Asia-Times - Feb 13, 2006

“Military ties warm between US, Vietnam,” Christian Science Monitor - Feb. 6, 2006 (Dr. Ian Storey)


“East Asia: more discord than accord,” by Dr. Mohan Malik, Daily Times (Pakistan) - Jan. 2, 2006

“US more cautious than wary as China’s reach grows,” - Christian Science Monitor - Nov. 18, 2005 (Richard Bitzinger)

“Chinese build a high-tech army within an army,” Christian Science Monitor - Nov. 17, 2005 (Dr. Denny Roy)
Faculty

Dr. Ehsan Ahrari
Professor
ahrarie@apcss.org

Dr. Rouben Azizian
Professor
azizianr@apcss.org

Military Professor
bakerc@apcss.org

Dr. Don Berlin
Professor
berlind@apcss.org

Capt. Carleton Cramer, U.S. Navy
Military Professor
camerc@apcss.org

Dr. Elizabeth Van Wie Davis
Professor
davise@apcss.org

Dr. Lee H. Endress
Dean
endressl@apcss.org

Mr. Herman Finley, Jr.
Associate Professor
finleyh@apcss.org

Dr. David Fouse
Assistant Professor
foused@apcss.org

Lt. Col. Anthony Frederick,
U.S. Air Force
Military Professor
fredericka@apcss.org

Mr. Mark Harstad
Analyst
harstadm@apcss.org

Dr. Steven Kim
Assistant Professor
kims@apcss.org

Col. Charles King, U.S. Army
Military Professor
kingc@apcss.org

Lt. Col. Randy Lawrence, U.S. Army
Military Professor
lawrencer@apcss.org

Dr. J. Mohan Malik
Professor
Malikm@apcss.org

Dr. Alexander Mansourov
Associate Professor
mansourova@apcss.org

Dr. John Miller
Associate Professor
millerj@apcss.org

Mr. Tom Peterman
Assistant Professor
petermant@apcss.org

Dr. Denny Roy
Associate Professor
royd@apcss.org

Dr. James Rolfe
Associate Professor
rolfej@apcss.org

Ambassador (Ret) Charles Salmon
State Dept. Advisor
salmonc@apcss.org

Dr. Yoichiro Sato
Associate Professor
sato@apcss.org

Col. (Ret) David M. Shanahan
Deputy Dean
Guest Speakers
(alphabetically)

Dr. Roger Ames
University of Hawaii

Admiral Dennis Blair
former Commander, U.S. Pacific Command

former Congressman Ed Case
U.S. Representative

Col. John Cinco
Chief Int’l Health Affairs
U.S. Air Force Pacific

Mr. Peter Chalk
RAND

Mr. Ralph Cossa
President, Pacific Forum

Mr. Michael W. Coulter
Deputy Asst. Sec. of State Bureau of Political-Military Affairs

Admiral William Fallon
Commander,
U.S. Pacific Command

Mr. Mike Fisch
President
Honolulu Advertiser

Maj. Gen. David P. Fridovitch
Commander, Special Operations Command Pacific

Mr. Richard Halloran
Journalist/Adj. Professor

Mr. Lenoard Hawley
former Deputy Assistant Secretary of State

Mr. Ryan Henry
Principal Deputy Under Secretary of Defense for Policy

Air Chief Marshall
Shashindrda Pal Tyagi
Chief of Air Staff of the Indian Air Force

Dr. John Hillen
Asst. Secretary for Political Affairs
U.S. State Department

Amb. John Holzman
former U.S. Ambassador to Bangladesh

Lt. Col. Mylene Huynh
Int’l Health Specialist
U.S. Air Force

Lt. Gen. Daniel Leaf
Deputy Commander
U.S. Pacific Command

Captain Stephen Miller
Joint Staff

Dr. Russell Palarea
NCIS

Mrs. Linda Robinson
Senior Writer
U.S. News & World Report

Indian Ambassador Sen
Ambassador to the United States

Mr. Shyam Tekwani
Nanyang Tech University

shanahand@apcss.org
Dr. Eric Shibuya
Assistant Professor
shibuyae@apcss.org

Dr. Ian Storey
Assistant Professor
storeyi@apcss.org

Dr. Virginia Watson
Assistant Professor
watsonv@apcss.org

Lt. Col. Mike Weisz, U.S. Army
Military Professor
weiszm@apcss.org

Dr. Robert Wirsing
Professor
wirsingr@apcss.org

Adjunct Faculty

Dr. Greg Barton
Adjunct Professor

Maj. Derek Brown
Adjunct Professor/Legal Officer
BrownD@apcss.org

Dr. Peter Chalk
Adjunct Professor

Col John Cinco, U.S. Air Force
Adjunct Professor

Mr. Mike Daniels
Deputy Chief, Public Affairs
danielsm@apcss.org

Mr. Richard Halloran
Adjunct Professor/Journalist
halloranr@apcss.org

Mr. Len Hawley
Adjunct Professor

Mr. Curtis Johnson
Adjunct Professor

Ms. Mary Markovinovic
Chief, Public Affairs
PAO@apcss.org
APCSS at a Glance


Camp Smith was the first home to the Asia-Pacific Center in August 1995. In October 1995, the center was moved to the Waikiki Trade Center. The first 12-week Executive Course was held in September 1996 with 23 Fellows attending from 12 countries.

In June 2000, APCSS moved to its present home at the Ft. DeRussy post in downtown Honolulu. The current building was completely refurbished to create the “campus-like” atmosphere enjoyed by not only the Fellows but the faculty and staff of the center as well.

Courses Offered

APCSS offers a number of executive education and development programs. These programs are consistently assessed as cutting edge and high-value added. The courses employ numerous methods of professional enhancement to include faculty lectures, guest speakers, interactive workshops, and field trips. In addition to the courses, Fellows benefit from the network of personal connections made throughout the Asia-Pacific region.

Senior Executive Course: Transnational Security Cooperation
This one-week course is an intensive program for current leaders. It is designed for military officers at the two-three-star level, and civilian equivalents from the Asia-Pacific Region. The curriculum emphasizes the impact of change in the region and evolving security roles, capabilities, and opportunities.

Executive Course: Advanced Security Cooperation
This six-week executive-level course focuses on building relationships among mid-career leaders and decision makers within the region. Its curriculum emphasizes the non-warfighting aspects of security and international relations, and challenges Fellows to develop regional and transnational perspectives. Security is examined as a comprehensive mix of political, economic, social, military, diplomatic, information and ecological dimensions.

Junior Executive Course: Asia-Pacific Security Foundations
This two-week course is designed to provide mid-grade Asia-Pacific specialists with graduate-level instruction on trends and current issues shaping the Asia-Pacific security environment. The course focuses on U.S. security policy and provides an introduction to culture, politics, protocols and challenges of key countries in the region.
Comprehensive Security Responses to Terrorism Course

The Comprehensive Security Responses to Terrorism (CSRT) Course provides states in the Asia-Pacific region, and other designated countries, the operational and strategic-level skills necessary to enhance their ability to combat terrorism and transnational threats. The course is designed to build relationships between and among the United States and current and future counterterrorism practitioners or participating countries, to develop the trust and confidence necessary for increased information sharing, and to identify ways to reduce obstacles to cooperation in the international struggle against those who use terror to promote their goals.

Stability, Security, Transition and Reconstruction Course

The SSTR Course takes a comprehensive and full-spectrum approach to stability, security, transition and reconstruction operations and activities. The SSTR Course is comprehensive in that all elements of national power and international power are considered in approaching SSTR-related challenges. Moreover, the course investigates the full-spectrum nature of SSTR operations to include peace/pre-crisis, crisis, and post-crisis phases; and not just post-crisis reconstruction. This combined comprehensive (all elements of power) and full-spectrum (pre-, during, and post-crisis) approach is applied to each of the categories of nation-state capacity building. In this way, Fellows gain a fuller appreciation for the ways in which the elements of national/international power can be judiciously brought to bear in order to either avert or, at least, mitigate the impact of a crisis during peace, the actual crisis, and post-crisis.

Asia-Pacific Orientation Course

The APOC introduces trends and current issues shaping the Asia-Pacific security environment. Focused on U.S. policy and provides an introduction to culture, politics, protocols and challenges in the region, the curriculum broadly examines: Security Foundations, Regional Security Perspectives, Country Specific Issues, Transnational Issues and Governance, Development and Security Cooperation Issues. This rigorous program of lectures, interactive sessions and sub-regional breakout-sessions better equips graduating course Fellows with policy perspectives and tools important for duties at U.S. Pacific Command and its components.

What’s in a name?

We have slightly changed the name of three courses in order to better portray their topical areas.

- Senior Executive Course now the Senior Executive Course: Transnational Security Cooperation;
- Executive Course will be known as the Executive Course: Advanced Security Cooperation;
- Junior Executive Course is now the Junior Executive Course: Asia-Pacific Security Foundations course.
- PACOM Orientation Course is now the Asia-Pacific Orientation Course

Names of other APCSS courses will remain the same.
Senior Executive Course (SEC): Transnational Security Cooperation

The SEC program is a 1-week program designed to (1) expand Fellows’ knowledge in understanding the complexity of the dimensions of comprehensive security, understanding of transnational security issues that impact Asia-Pacific region, and understanding of bilateral versus multilateral approaches to international relationships, including economic, social, cultural, demographic, military, diplomatic, and environmental conditions; (2) improve Fellows’ leader skills in articulating their national security policy, collaborating carefully on accurately identifying man-made and natural threats and security challenges, and analyzing risk and balance risk management with intended outcomes; and (3) expand Fellows’ networks through various venues.

SEC 06-1 Post-Course Report, May 2006

Qualitative Analysis of Survey Results

- **Knowledge and Understanding of Security Cooperation.** The vast majority of the Fellows indicated they now better comprehend the complexity of Asia-Pacific security issues and have enhanced their understanding on security cooperation. Specifically, the course broadened their horizons and comprehension of impending challenges for the entire international community. Most of the Fellows’ comments center around the realization that communication and information sharing are key to providing a strong foundation for mutual understanding and cooperation in solving security issue.

- **Developed Skills & Abilities.** The course provided a means for Fellows’ to think about and analyze security issues in an international environment, something Fellows commented they do not have the opportunity to do during their normal work day. The SEC provided them a unique opportunity to think in a broader, more comprehensive way about emerging issues and formulate new ideas for enhance security. More importantly, the Fellows almost universally commented how important it was to work with and collaborate with colleagues from various countries in the region to gain a more pluralistic view of these important issues.

- **Harmonizing Views.** More than one-quarter of the Fellows emphasized their new-found perspectives on political, diplomatic, and economic issues. Many now realize the importance of information sharing and cooperation to effectively improve security.

- **Network Leveraging.** All Fellows value their new contacts with like-minded professionals. This course provided Fellows with valuable networking and more confidence to work security issues now and in the future.

Survey Methodology. The SEC Professional Development Survey is administered to 100 percent of the Fellows. This class consisted of 20 Fellows from 19 countries and territories. The course survey is comprised of 8 questions.

SEC 05-3 Post-Course Report, December 2005

Analysis of Survey Results

- **Interactive/Role Playing.** Fellows responded that they welcome more interactive/role playing sessions to enhance their learning experience. We have already begun initiating role playing into the course. This is positive affirmation that our efforts are headed in the right direction.

- **Invite Media/Businessmen/Politicians.**
Fellows responded that they would like media personnel, businessmen, and politicians invited to the course to bring another valuable perspective to the course. This initiative is currently under study to identify available channels/resources.

**Comments**

- **Indonesia.** The Indonesian Fellow stated, “The Senior Executive Course has broadened my thinking and understanding on various securities issues in the region, which have evolved dramatically and rapidly. The course has provided opportunity to set up networking and improve our understanding on securities issues, which will help to foster cooperation in [the] future.”

- **Thailand.** The Thai Fellow stated, “The course’s theme help[ed] me clarify the transnational threats and will [increase] understanding between my colleagues. “He added that the course made him feel more confident about government security policies, which he feels require cooperation among all countries.

- **Tonga.** The Tongan Fellow stated, “As a member of our National Security organization, [the course] gave me better insight and understanding on what we should look at when we discuss issues which one relates to transnational security, especially the security issues we have discussed in the last three days.”

- **Japan.** The Japanese Fellow stated, “The SEC has provided me with multinational perspectives on regional issues. I have come to understand that it is very important for each member to develop [a] comprehensive knowledge about which nation has what perspectives.”

- **Canada.** The Canadian Fellow stated, “[This course is] A WINNER in all aspects. [It was] geared towards relationship building and it was a resounding success – a big thank you – MERCI.”

- **Singapore.** The Singaporean Fellow stated, “Great course. Particularly impressed with [the] genuine sense of passion … LTG Smith and principal staff” have for the course.

- **Chile.** When asked how he anticipated using the lessons learned in the course, the Chilean Fellow stated, “In my future position in the Army, I will try to promote the study and the cooperation among the Armed Forces and governmental institutions about the new risks and threats to the security.”

- **Philippines.** When asked how he anticipated using the lessons learned in the course a Filipino Fellow stated, “The lessons learned are universal. I will apply them internally in my own country and regionally within Asia-Pacific, in general; and [in] South East Asia, in particular. Given the chance, also globally.”

- **Bangladesh.** When asked how the course affected his thinking about Asia-Pacific security issues and prospects for enhanced security cooperation, the Bangladesh Fellow stated, “The course has broadened my thinking and understanding in securities issues and provided [me with the tools] to set up [a] verification [process] and improve our understanding on security issues.”

- **Cambodia.** The Cambodian Fellow stated that the course helped him to understand the importance of nations working together to resolve security issues. He added that “by working together, we [can] strengthen our security across [the] board with other nations.”

**The Army Chief of Staff for Nepal used the APCSS alumni network to build the RNA’s counter insurgency campaign plan. He gathered information from APCSS alumni in the Philippines, East Timor, and Papua New Guinea.**
Executive Course (EC): Advanced Security Cooperation

Course Description. The EC program is a 10-week program mainly designed to (1) expand Fellows’ knowledge of the dimensions of comprehensive security and security policy formulation, provide an overview of international relations in Asia-Pacific region, and identify the major actors and security-cooperation issues today and expected in the next decade; (2) improve Fellows’ leader skills in articulating their national security policy, collaborating proactively in identifying threats and gaining consensus on security challenges, and analyzing options for dealing with dangerous regional/transnational security threats and (3) expand Fellows’ professional security-practitioner networks.

Executive Course (EC 06-1) Post-Course Report, Jan - Mar 2006

Survey Comments

■ India. After completing the Executive Course at APCSS, the Indian Fellow exclaimed that he “never knew he was so ignorant of so many world affairs.”

■ Philippines. The Filipino Fellow stated, “APCSS is a unique learning institution. The Center is able to blend the different sectors-military, civilian agencies, policy and diplomatic representatives. The interaction among different cultures, background, field of expertise, etc. provides us a comprehensive overview of the multinational aspect of global security.”

■ Tonga. The Tongan Fellow stated that “being an officer responsible for looking after SEA and the Pacific region, this course has given me the opportunity to learn about the security aspect. It [was] also a good opportunity for building relationships.”

■ Nepal. The Nepalese Fellow stated, “This is a very good course from the security personnel point of view. In today’s world, cooperation and coordination are the key to success, and a step towards world peace. The topics at APCSS were very interesting and weighty. The seminar/elective leaders were very great. Thanks for the immense support and guidance to enhance our knowledge.”

■ Philippines. Another Filipino Fellow stated, “The course is tremendously helpful in both personal and professional development. It gave me a wider perspective on how DIMELP interplays with the different levels (tactical, operational and strategic) to include the degree of leadership’s involvement which is basically good guidance through transparency.”

■ Bhutan. The Bhutanese Fellow stated that “being an officer responsible for looking after SEA and the Pacific region, this course has given me the opportunity to learn about the security aspect. It [was] also a good opportunity for building relationships.”

Survey Methodology. The EC Professional Development Survey is administered to 100 percent of the Fellows. This class consisted of 55 students from 27 countries. Each participant is given a two-part survey containing (1) the Fellows’ evaluation of the curriculum and (2) the Fellows’ evaluation of the measured improvements in their Knowledge, Skills, and Personal Achievement before and after completing the course. The second part of this survey, the APCSS Professional Development Survey, is analyzed in this report.
Executive Course (EC05-3)
Post-Course Report, Oct - Dec 2005

Survey Comments

■ Thailand. The Thai fellow expressed a lack of confidence and trust at the onset of the course, but after participating in the 10-week course at APCSS, he felt “more confidence and trust” in the information and his fellow participants. He added that he thought everyone “had the same feelings [of trust] as him” at the end of the course.

■ Madagascar. The Malagasy fellow stated that “at the start of the course he had a blurred knowledge [of] AP regional security.” As he attended lectures and seminar discussions, he then developed an “understanding [of] how the US and the different countries in the region are addressing security.”

■ Philippines. The Filipino fellow stated, “The extensive representation from each country certainly flavored a rich variety of views/opinions/perspectives that broadened and enhanced my knowledge/understanding of ASPAC and global security issues.”

■ Bangladesh. The Bangladeshi fellow stated, “This course has made me more confident, enriched my knowledge and broadened my mental horizon and field of vision.”

■ Unknown. One fellow stated that he had “little knowledge about security issues relating to Asia Pacific region” before the course. Now, after completing the executive course, he is “going back with lots of knowledge which [he] had not gained in 20 years.” He added that it was an “excellent course and teaching method.”

Survey Methodology. The EC Professional Development Survey is administered to 100% of the Fellows. This class consisted of 94 students from 34 countries. Each participant is given a two-part survey containing (1) the fellows’ evaluation of the curriculum and (2) the Fellows’ evaluation of the measured improvements in their Knowledge, Skills, and Personal Achievement before and after completing the course. The second part of this survey, the APCSS Professional Development Survey, is analyzed in this report.

Conclusion. Competencies in the area of Knowledge, Skill, and Personal Achievement realized a total average increase of 34%. The results of this EC survey are a measurable indicator of the positive impact that the Asia-Pacific Center for Security Studies (APCSS) is having on the course objectives listed above.

continued on next page

The Ministry of Defense for Thailand stated that during the Vietnam War, U.S.-Thai relation only existed at the “elite” levels, but now the relationships are built at all levels—including mid and operational levels. APCSS has played a major role in getting those relationships established.

Mongolia alumni are in key positions of influence enabling APCSS personnel access to people and places that would otherwise not be possible because of the trust, understanding and cooperation established during their time at APCSS. One specific example is the Chief of Counter-terrorism, General Intelligence Agency and the Head of Counter-terrorism Coordination Council enabled access for the first American ever into the General Intelligence Agency Headquarters as a step to enhancing information sharing between the United States and Mongolia.

During FY2006, 233 Fellows attended the Executive Course representing 40 countries and territories.
Executive Course Quantitative Data

The chart below is a representation that denotes the level of Knowledge, Skill/Ability, and Personal/Professional Network Development before attending the APCSS course and after completion of the course. The percent increase denotes the cumulative difference between the before and after measures. This data is from all the Executive Courses conducted throughout the year.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Before</th>
<th>After</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Comprehensive Security Issues</td>
<td>44.2</td>
<td>83.9</td>
<td>39.7</td>
</tr>
<tr>
<td>2 U.S. Security Policies</td>
<td>48.6</td>
<td>78.7</td>
<td>30.1</td>
</tr>
<tr>
<td>3 Regional Security Perspectives</td>
<td>47.9</td>
<td>83.5</td>
<td>35.6</td>
</tr>
<tr>
<td>4 Transnational Security Threats</td>
<td>46.8</td>
<td>83.6</td>
<td>36.8</td>
</tr>
<tr>
<td>Skill/Ability In</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Identifying the unique contributions, expertise &amp; perspectives of team members</td>
<td>44</td>
<td>79.6</td>
<td>35.6</td>
</tr>
<tr>
<td>6 Identifying &amp; Defining a Security Issue</td>
<td>41.8</td>
<td>81.1</td>
<td>39.3</td>
</tr>
<tr>
<td>7 Evaluating Team Performance &amp; Recommending Next Steps</td>
<td>44.9</td>
<td>80.7</td>
<td>35.8</td>
</tr>
<tr>
<td>Personal/Professional Network Developed To</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Useful professional contacts</td>
<td>49.1</td>
<td>86.9</td>
<td>37.8</td>
</tr>
<tr>
<td>9 Trust among counterparts</td>
<td>52.2</td>
<td>86.6</td>
<td>34.4</td>
</tr>
</tbody>
</table>
Comprehensive Security Responses to Terrorism Course (CSRT)

Course Description. The CSRT program is a 3-week program designed to (1) expand Fellows’ knowledge in understanding global and regional challenges, analyzing tools and capabilities for combating terrorism, and promoting appropriate strategies; (2) improve Fellows’ leader skills in creating counter-terrorism policy options and advocate interagency and international cooperation to successfully develop workable options for policy makers; and (3) expand security-practitioner networks.

CSRT 2006-1 Post-Course Report, Mar-Apr 2006

Qualitative Outcomes

- **Knowledge of Terrorism.** An increase in understanding of what terrorism is from a cultural perspective was illustrated by exposing the Fellows to the different meanings of terms from several countries. Examples of this include an Australian Fellow stating, “This course has been very valuable in obtaining an enhanced understanding of terrorism theory, which there is little time in the realities of daily life.” Other examples include Malaysian and Indonesian Fellows stating, respectively, “Through this course, I have gained knowledge about terrorism [and] obtained an overview of the Asia Pacific region on various factors that can promote an environment for instability and terrorism;” and “This opportunity was one of the [most] important experiences I [have] had in my life. This rare occasion [has] expanded my knowledge and ability in terms of combating terrorism. I learned a lot about … how to see and handle terrorism issues.”

- **Skills Development.** Fellows commented how the case study, action-focused exercises lent to the development of needed skill sets. A Malaysian Fellow stated, “[These] exercises helped to promote discussions of essential elements of effective counter-terrorism strategies and programs, which, no doubt, [will] benefit my country’s security.” Another Fellow from the United States commented about his improved skill in building a counter-terrorism plan, “The course gave me a better understanding of the Asian Theater and a lot of information on things to focus on when countering and building a plan to counter activities of these groups.”

- **Enhance Abilities.** As the Fellows’ knowledge of terrorism and skills development increased, so did their abilities to deal with terrorism and transnational security threats. A Filipino Fellow stated that “it enhanced his capability in analyzing and assessing regional and global networks of terrorist organizations.” An Indian Fellow stated that the course gave him “greater insight into identifying transnational threats.” Yet another Fellow from Vietnam stated that the course “increased his ability to analyze, assess and evaluate the capabilities of terrorist as well as in coming up with grand strategies [to] address the [terrorist] problem.”

- **Network Leveraging.** Personal networks expanded significantly during the course as evident by a Sri Lanka Fellow who stated, “CSRT paved [the] way to build close relations with the counterparts who are engaged in similar efforts in combating terrorism in the region.” Similarly, a Bangladeshi Fellow commented that “Exposure to an environment which facilitated [the] sharing of experiences and [the] exchange of views benefited me considerable.”

Survey Methodology. A CSRT Professional Development Survey is administered to 100 percent of the Fellows. This class consisted of 40 students from 18 countries. This on-line survey was the Fellows’ evaluation of the measured improvements in their Knowledge, Skills, Ability, and Personal Achievement before and after completing the course.

Conclusion. The results of this CSRT survey are a measurable indicator of the positive impact that the Asia-Pacific Center for Security Studies (APCSS) is having on its counter-terrorism objectives listed above.

continued on next page
who are engaged in similar efforts in combating terrorism in the region.” Similarly, a Bangladeshi Fellow commented that “Exposure to an environment which facilitated [the] sharing of experiences and [the] exchange of views benefited me considerable.”

Survey Methodology. A CSRT Professional Development Survey is administered to 100 percent of the Fellows. This class consisted of 40 students from 18 countries. This on-line survey was the Fellows’ evaluation of the measured improvements in their Knowledge, Skills, Ability, and Personal Achievement before and after completing the course.

Conclusion. The results of this CSRT survey are a measurable indicator of the positive impact that the Asia-Pacific Center for Security Studies (APCSS) is having on its counter-terrorism objectives listed above.

CSRT 2006-2 Post-Course Report, Aug-Sep 2006

Overall Assessment. APCSS outcomes clearly depict a marked gain in knowledge, developed skills/abilities, and personal/professional networking in all areas measured. There are clear indications that APCSS is increasing knowledge, harmonizing views on security challenges, developing skills and enhancing abilities, educating civil society on the role of security, and increasing personal/professional networks that lead to multilateral efforts & cooperation.

Qualitative Analysis

A. Counter Ideological Support for Terrorism.

Strategic Understanding/Communication. Many Fellows specifically stated the course “extensively helped to broaden [their] knowledge on viewing terrorism [with a] strategic angle and the requirement of [a] comprehensive security response (Sri Lanka).” The course helped them “to appreciate the multidimensional comprehensive approach to countering terrorism better” and emphasized “the need to have strategic communications to increase awareness of the general public as well as frontline agencies (Singapore).” The course gave them “a much broader view of countering terrorism courses of action as requiring a holistic strategy rather than a door-kicker mentality (Canada).” They are now “in a better position … to assess/analyze various options – their pros and cons and develop courses of action (India).” “It taught [them] how to draw out a comprehensive strategy to combat the growing menace of terrorism (Bangladesh).”

Specific Action. Fellows plan to use the knowledge and skills gained during the course to help counter ideological support for terrorism by various means. Fellows stated they “plan to apply the technical skills gained during the CSRT course to [their] work in developing CT policy (Australia).” Another Fellow stated, “As part of the national counter-terrorism taskforce, I will push forward inter-agency training and practice it [since it is] one of … [the] weaknesses [in] our system (Botswana).” Still another Fellow stated, “As Nepal is facing the problem of Maoist terrorism [for] more than a decade, I will use this knowledge and skills in identifying the threats [at the] internal and regional levels and to make successive plans to counter it.” In summary, Fellows plan to “apply the knowledge gained during the course in [their] present appointments [to] combat terrorism (India).”

B. Harmonizing Views on Security Challenges.

Multilateral Coordination. The course changed views and highlighted the importance of working together on security challenges in a multilateral environment. “The course has changed my views that, we must work altogether, collaboration and cooperation between other countries on the importance of understanding, assessing, and developing courses of action to counter terrorism (Cambodia).” An Indonesian Fellow stated, “Before I joined this course, I thought that every country [was] only concerned [about] its national interest especially for economic goals, but after I joined this course, I [now] know that [the] U.S. government [is] also concerned [about] world order, peace, and security.” A Pakistani Fellow made this telling statement about himself and his course-mates,
“There has been a complete change of hearts and concepts on the subject after having undergone this course.”

Networking. Fellows unanimously agreed the course increased their networking ability for future multilateral efforts. Increasing coordination and collaboration between nations leads to harmonizing views on security challenges in ways that otherwise would be difficult or impossible to pursue. A Papua New Guinea Fellow stated the course “increased [his] understanding about networking and instruments that can be utilized in a huge measure. It changed [his] view by 110 percent or more.” Other Fellows stated they “now understand better how we have to work [together] under these critical conditions (El Salvador).” Fellows believed “The learning environment of this course increased [their] networking ability for future multilateral efforts in a way that [they] have never encountered before (Cambodia).”

C. Educate on Role of Security in Civil Societies. Fellows also stated they would use the knowledge and skills gained during the course to educate others. Fellows plan to “indoctrinate [their] men about the menace posed by the terrorist groups” and “inform [their] tactical and operational Commanders regarding the threat posed by the terrorist and how to combat them (Philippines).” They “will use some of the learning materials and exercises to take [their] juniors to have a working understanding (Colombia).” Simply put, Fellows plan to “convey logically to others” (Bangladesh) their increased knowledge and skills on countering terrorism.

Survey Methodology. A CSRT Professional Development Survey is administered online to 100 percent of the Fellows with a pre-/post-course self evaluation, open-ended, descriptive questions and specific area evaluations using a Likert scale used to ascertain qualitative descriptions and measure quantitative indicators. The pre-/post- self evaluation measured improvements in their knowledge, skills/ability, and personal/professional networking. This class consisted of 26 students from 17 countries.

Comprehensive Security Responses to Terrorism Course Quantitative Data

The chart below is a representation that denotes the level of Knowledge, Skill/Ability, and Personal/Professional Network Development before attending the APCSS course and after completion of the course. The percent increase denotes the cumulative difference between the before and after measures. This data is from CSRT courses held throughout the year.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Before</th>
<th>After</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Knowledge Of</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Comprehensive security responses to terrorism</td>
<td>57.1</td>
<td>84.6</td>
<td>27.5</td>
</tr>
<tr>
<td>2 Global and regional trends in terrorism</td>
<td>57.8</td>
<td>86.8</td>
<td>29</td>
</tr>
<tr>
<td>3 U.S. security policies</td>
<td>47.9</td>
<td>77.6</td>
<td>29.7</td>
</tr>
<tr>
<td>4 Cultural Differences</td>
<td>60.1</td>
<td>80.9</td>
<td>20.8</td>
</tr>
<tr>
<td>5 Strategic Communications</td>
<td>53.6</td>
<td>85.1</td>
<td>31.5</td>
</tr>
<tr>
<td><strong>Skill/Ability In</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Inter-agency/governmental coordination process</td>
<td>56.9</td>
<td>85.5</td>
<td>28.6</td>
</tr>
<tr>
<td>7 Identifying security risk &amp; vulnerabilities</td>
<td>58.4</td>
<td>81.6</td>
<td>23.2</td>
</tr>
<tr>
<td>8 Communicating &amp; collaborating with diverse groups</td>
<td>54</td>
<td>78</td>
<td>24</td>
</tr>
<tr>
<td>9 Coordinating working relations between public &amp; police/security forces</td>
<td>58.1</td>
<td>79.1</td>
<td>21</td>
</tr>
<tr>
<td>10 Communicating effectively through media</td>
<td>53.5</td>
<td>76.2</td>
<td>22.7</td>
</tr>
<tr>
<td>11 Advancing regional cooperation</td>
<td>53.5</td>
<td>78.5</td>
<td>25</td>
</tr>
<tr>
<td>12 Recognizing, analyzing, &amp; responding to terrorism related security problems</td>
<td>56.6</td>
<td>83</td>
<td>26.4</td>
</tr>
<tr>
<td>13 Assessing international conventions &amp; protocols on terrorism &amp; transnational crime</td>
<td>47.9</td>
<td>74.5</td>
<td>26.6</td>
</tr>
<tr>
<td><strong>Personal/Professional Network Developed to</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Build trust among Asia-Pacific community</td>
<td>51.1</td>
<td>81.4</td>
<td>30.3</td>
</tr>
</tbody>
</table>

“I learn that no matter how enormous these differences are, everyone on us looks for the same goal - peace and prosperity for our own people. The problem is that in achieving this goal, many times, [we] clash with another. There is where agreements must be settled.”

- Alumnus from Chile
Stability, Security, Transition, and Reconstruction (SSTR) Course

Course Description. The Stability, Security, Transition, and Reconstruction (SSTR) program is a 3-week program. The course content focuses on three broad topic areas: (1) pre-conflict/pre-complex emergency condition-setting, (2) post-conflict/post-complex emergency transitions, and (3) post-conflict/post-complex emergency reconstruction. In addition to these organizing topic areas, the course also addresses basic definitions and types of stability operations, coalition building and inter-agency coordination, interventions and occupations, post-conflict/post-complex emergency reconstruction steps, transition planning, and strategic communications, among other supporting topics. The course curriculum is generally divided into five major blocks (I) Framing the Problems and Defining Terms, (II) Thinking about SSTR, (III) Making SSTR Work, (IV) Security-Practitioner Planning Tools, and (V) Exercises. Course content is delivered via lectures and a heavy dose of experiential learning. Active learning is achieved through activity-based seminars and three objective-reinforcing exercises.

Qualitative Analysis

A. Harmonizing Views on Security Challenges.

a. Good Governance. Fellows stated the course changed their views on the importance and development of good governance with respect to stability, security, transition, and reconstruction. “The SSTR Course provided me with a comprehensive view not only on the elements of governance but also, and more importantly, on the relevant tools and strategies needed for an effective post-conflict/complex intervention.” They now realize that “a strong relationship [exists] between good governance and security, which will generate the success of SSTR operation[s].” A Fijian Fellow summed it up by stating, “Good governance is what I have come to know as the strong base for a stable nation state. Good governance is a paradigm that the young generation will learn from in terms of work ethics, patriotism and professionalism. Good governance is a beacon and vision provider for the people of a nation. Good governance has principles that encompass all aspects within the comprehensive security spectrum.

b. Specific Action. Fellows plan to take specific action concerning SSTR that will further efforts to harmonize views on stability, security, transition, and reconstruction. Fellows not only plan to use their new skills/abilities “on [their] routine job which relates to disaster relief” efforts, but “to mitigate security issues concerning my country and international engagements in terms of Force preparations.” Fellows in the academic community plan to “contribute articles in various professional magazines” and “prepare a comprehensive paper and formulate various guidelines [to submit] to the National Disaster Manage-
ment Organization for consideration and application.”

**B. Educate on Role of Security in Civil Societies.** Quantitatively the course increased Fellows’ overall knowledge on stability, security, transition, and reconstruction by almost 35 percent. In addition to this significant knowledge increase, Fellows also stated they would use the knowledge and skills gained during the course to educate others. A Fellow from the Center of Excellence plans to develop an SSTR course “armed with the knowledge and materials from this course.” Another Fellow stated he would “share the knowledge and skills [gained from this course] with as many people as possible in [his] country.” Yet another Fellow will formally “recommend [the] Military Operations Directorate to train the units moving to participate in United Nation Missions” on SSTR operations.

**C. Personal/Professional Networking.** Fellows unanimously agreed the course increased their networking ability for future multilateral efforts. Fellows stated the course taught them “how to form a coalition force and make plans involving multilateral actors.” Additionally, they stated, “The SSTR 06-1 Course has provided tremendous opportunities to broaden my horizons, and hone my networking, communication, influencing and negotiation skills to facilitate future inter-agency interaction/interface, and multilateral efforts.” “It has been a tremendous asset in building connections with other professionals who have experience in stability operations.”

**Survey Methodology.** A SSTR Professional Development Survey is administered online to 100 percent of the Fellows with a pre-/post-course self evaluation, open-ended, descriptive questions and specific area evaluations using a Likert scale used to ascertain qualitative descriptions and measure quantitative indicators. The pre-/post- self evaluation measured improvements in their knowledge, skills/ability, and personal/professional networking. This class consisted of 26 students from 17 countries.

### SSTR Course Quantitative Data

The chart below is a representation that denotes the level of Knowledge, Skill/Ability, and Personal/Professional Network Development before attending the APCSS course and after completion of the course. The percent increase denotes the cumulative difference between the before and after measures.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Before</th>
<th>After</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KNOWLEDGE OF</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1  Comprehensive nature of security</td>
<td>51.4</td>
<td>86.2</td>
<td>34.7</td>
</tr>
<tr>
<td>2  Foundations and types of stability operations</td>
<td>61.8</td>
<td>89.4</td>
<td>27.6</td>
</tr>
<tr>
<td>3  Models &amp; indicators of instability</td>
<td>46.4</td>
<td>87.4</td>
<td>41</td>
</tr>
<tr>
<td>4  Effective transitions &amp; interventions</td>
<td>49.8</td>
<td>86.2</td>
<td>36.4</td>
</tr>
<tr>
<td>5  Informational &amp; logistics support to stability &amp; reconstruction activities</td>
<td>39.4</td>
<td>82</td>
<td>42.6</td>
</tr>
<tr>
<td>6  Civil-military relationships</td>
<td>56</td>
<td>87.4</td>
<td>31.4</td>
</tr>
<tr>
<td>7  Principles of strategic communications</td>
<td>52.4</td>
<td>86.4</td>
<td>34</td>
</tr>
<tr>
<td>8  Good governance &amp; development</td>
<td>58.6</td>
<td>87.4</td>
<td>28.8</td>
</tr>
<tr>
<td><strong>SKILL/ABILITY IN</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Developing &amp; improving interagency coordination</td>
<td>52.6</td>
<td>83.2</td>
<td>30.6</td>
</tr>
<tr>
<td>11 Assessing problems in a complex emergency &amp; making recommendations</td>
<td>53</td>
<td>84.2</td>
<td>31.2</td>
</tr>
<tr>
<td>12 Identifying main players and their competencies</td>
<td>51.6</td>
<td>84</td>
<td>32.4</td>
</tr>
<tr>
<td>13 Developing, analyzing, &amp; evaluating solutions</td>
<td>54.6</td>
<td>78</td>
<td>23.4</td>
</tr>
<tr>
<td>14 Persuading decision makers</td>
<td>57.6</td>
<td>86.4</td>
<td>28.8</td>
</tr>
<tr>
<td>15 Networking across cultures</td>
<td>54.6</td>
<td>83.4</td>
<td>28.8</td>
</tr>
<tr>
<td><strong>PERSONAL/PROFESSIONAL NETWORK DEVELOPED TO</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 Broaden ability to analyze issues in multilateral arena</td>
<td>51.6</td>
<td>85.2</td>
<td>33.6</td>
</tr>
<tr>
<td>21 Improve interagency coordination</td>
<td>51.6</td>
<td>86</td>
<td>34.4</td>
</tr>
<tr>
<td>22 Enhance relationships with peers</td>
<td>58.4</td>
<td>90.6</td>
<td>32.2</td>
</tr>
<tr>
<td>23 Build teaming &amp; leadership skills</td>
<td>63.2</td>
<td>87.6</td>
<td>24.4</td>
</tr>
<tr>
<td>24 Build trust among Asia-Pacific community</td>
<td>52.6</td>
<td>88.4</td>
<td>35.8</td>
</tr>
</tbody>
</table>
Junior Executive Course (JEC)
Asia Pacific Security Foundations

Description: Graduate-level instruction on trends and current issues shaping the Asia-Pacific security environment. The course focuses on U.S. policy and provides an introduction to the security culture, politics, protocols and challenges of key countries in the Asia-Pacific region. The two-part curriculum examines regional security perspectives, addressing both sub-regions and nation states, as well as comprehensive security issues perspectives, where attention is given to both historical and emerging issues. Topics in the second part of the course include traditional political, social, diplomatic, economic and military factors that affect security considerations, as well as the entire scope of transnational security issues such as terrorism, organized crime, illegal immigration, environmental degradation, and the effects of demographics on security. Additionally, this program of lecture, study and cross-talk discussion enables graduating course Fellows to better understand and apply policy perspectives and tools important to their roles and responsibilities ahead.

Length: 2 weeks
Frequency: 3 to 4 times a year (subsumed into the EC: ASC, utilizing that course for selected specific topics and to economize resources)
Fellows: O-3/4 or Mid-grade level Asia-Pacific specialists and civilian equivalents; approximately 25 Fellows per course; U.S. and treaty partners. All self-funded.

Junior Executive Course
(JEC 06-1)
Post-Course Report, Jan - Feb 2006

Survey Comments

- USA. “I HAVE BEEN AFFILIATED WITH THE MILITARY AND/OR GOVERNMENT FOR ALMOST NINETEEN YEARS. This is by far the best course I have ever taken in my career. The staff was exceptional and the curriculum was current, insightful and very pertinent to today’s policies and security issues facing the Asia-Pacific Region.”

- USA. “I loved this course! I thought it was going to be good but I didn’t think it was going to be as good as it was. W/o a doubt it was the best “military” course that I have had in my nearly 10 years in the military, it’s been awesome!”

- Australia. “The course was excellent. The few critiques have been communicated in the feedback session. To compare APCSS in my own academic history, I went to a university in Australia considered to have the best political science/IR depts. in the country. The Centre’s staff...
and the JEC course is equal (if not better!) than what I’ve previously experienced.”

■ USA. “Exceptional course!! Course content, level of instruction, cadre knowledge level was extraordinary! Would highly recommend to new Capts/Majs to the Pacific AOR!”

■ USA. “Excellent course overall. It prepared me well for future deployment to the region. Very strong faculty lectures and course leadership by Col. Hutchinson.”

Survey Methodology. The JEC Professional Development Survey is administered to 100 percent of the Fellows. This class consisted of 24 students, 23 from the United States and one from Australia. Each participant is given a two-part survey containing (1) the fellows’ evaluation of the curriculum and (2) the Fellows’ evaluation of the measured improvements in their Knowledge, Skills, and Personal Achievement before and after completing the course. The second part of this survey, the APCSS Professional Development Survey, is analyzed in this report.

Conclusion. Competencies in the area of Knowledge, Skill, and Personal Achievement realized a total average increase of over 26 percent. The results of this JEC survey are a measurable indicator of the positive impact that the Asia-Pacific Center for Security Studies (APCSS) is having on the course objectives listed above.

During FY2006, 45 Fellows attended the Junior Executive Course representing 6 countries.

### Junior Executive Course Quantitative Data

The chart below is a representation of the level of Knowledge, Skill/Ability, and Personal/Professional Network Development before attending the APCSS course and after completion of the course. The percent increase denotes the cumulative difference between the before and after measures. This data is from all the Junior Executive Courses held throughout the year.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Before</th>
<th>After</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand knowledge of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Comprehensive security, less war-fighting</td>
<td>42.3</td>
<td>73.9</td>
<td>31.6</td>
</tr>
<tr>
<td>2 Current/emerging transnat’l security issues</td>
<td>38.7</td>
<td>76.6</td>
<td>37.6</td>
</tr>
<tr>
<td>3 Internat’l relations in A-P region</td>
<td>36.8</td>
<td>73.9</td>
<td>37.1</td>
</tr>
<tr>
<td>4 Major actors and issues today affecting security</td>
<td>42.9</td>
<td>76.8</td>
<td>34</td>
</tr>
<tr>
<td>5 Need for increased security cooperation in Asia-Pacific</td>
<td>49.1</td>
<td>79.9</td>
<td>30.8</td>
</tr>
<tr>
<td>6 Regional perspectives on transnat’l security challenges</td>
<td>37.4</td>
<td>75.7</td>
<td>38.4</td>
</tr>
<tr>
<td>7 U.S. security policies and perspectives on region</td>
<td>42.2</td>
<td>75.1</td>
<td>33</td>
</tr>
<tr>
<td>8 USPACOM Theater Security Cooperation</td>
<td>35.2</td>
<td>70.4</td>
<td>35.2</td>
</tr>
<tr>
<td>Improve leaders’ skills in</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Understanding their nation’s nat’l security policy</td>
<td>46.3</td>
<td>73.9</td>
<td>27.6</td>
</tr>
<tr>
<td>10 Understanding how their nat’l security policy interfaces</td>
<td>43.1</td>
<td>71.7</td>
<td>28.7</td>
</tr>
<tr>
<td>11 Accurately identifying threats and security challenges</td>
<td>44.2</td>
<td>73.4</td>
<td>29.2</td>
</tr>
<tr>
<td>12 Identifying risk and articulating options</td>
<td>44.9</td>
<td>68.5</td>
<td>23.7</td>
</tr>
<tr>
<td>13 Evaluating alternative security cooperation options</td>
<td>40.6</td>
<td>69.2</td>
<td>28.7</td>
</tr>
<tr>
<td>14 Planning action steps</td>
<td>40.6</td>
<td>64.9</td>
<td>24.3</td>
</tr>
<tr>
<td>15 Presenting action plan options</td>
<td>43.8</td>
<td>67.7</td>
<td>23.9</td>
</tr>
<tr>
<td>16 Inspiring commitment and confidence in others</td>
<td>55.8</td>
<td>69.5</td>
<td>13.7</td>
</tr>
<tr>
<td>17 Using computers and available IT</td>
<td>68.2</td>
<td>73.6</td>
<td>5.4</td>
</tr>
<tr>
<td>Personal achievement of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 Cross-national friendships</td>
<td>45.9</td>
<td>70.1</td>
<td>24.3</td>
</tr>
<tr>
<td>19 Useful professional contacts</td>
<td>50.1</td>
<td>75.9</td>
<td>25.8</td>
</tr>
<tr>
<td>20 Trust among counterparts</td>
<td>52.5</td>
<td>77.1</td>
<td>24.6</td>
</tr>
</tbody>
</table>
Alumni Associations

The Alumni Program provides a forum for former graduates and faculty to maintain contact with the Center and with each other. We maintain a database of all graduates and former faculty members and distribute an annual locator book for our alumni. Additionally, we provide information on the whereabouts of our alumni to our Center director and deputy director so they may meet with alumni socially during their travels throughout the Asia-Pacific region.

Many graduates upon leaving the Asia-Pacific Center have gone back to their countries to create Alumni Associations. These associations have various goals and objectives. Each of them consists of former APCSS students whose energy and drive have allowed them focus on improving their situation in some way. We have heard great success stories of what these associations are accomplishing. In addition to taking home APCSS ideas and putting them to work in their home countries, they also have forged many new strong partnerships and friendships.

Alumni Associations
Bangladesh, Fiji, Indonesia, Madagascar, Mongolia, Nepal, Pakistan, Russia, Thailand, Palau, PNG, Philippines and the United States.

Expressed Interest in Forming Association:
Bhutan, Brunei, Cambodia, Chile, Cook Islands, India, Malaysia, Maldives, Marshall Islands, Micronesia, Rep of Korea, Sri Lanka, Tonga, Vanuatu, and Vietnam

Joint Alumni Associations
• Madagascar (NESA, Est. 2006)
• Russia (Marshall Center, Est. 2006)
**College of Security Studies**

**Total Alumni = 2,888**

### Executive Course: Advanced Security Cooperation (since September 1996)
- **31 Classes**
- **2,025 Fellows from 48 countries**
- **185 general officers and senior civilians**

**Course participants:**
- Future leaders and practitioners
- LTC/COL/BG/civilian equivalent
- 80/20 mix of international/U.S.
- 60/40 mix of military/civilian

### Senior Executive Course: Transnational Security Cooperation (since August 1999)
- **16 Courses**
- **310 Fellows from 32 countries**

**Course participants:**
- Current leaders and practitioners
- General officer/vice-ministerial level
- 90/10 mix of international/U.S.
- 60/40 mix of military/civilian

### Junior Executive Course: Asia-Pacific Security Foundations (since October 2004)
- **6 Courses**
- **134 Fellows from 8 countries**

**Course participants:**
- Midlevel Asia-Pacific Specialists
- Senior 03-04
- 10/90 mix of international and U.S.
- 85/15 mix of military and civilian

### Comprehensive Security Response to Terrorism (CSRT) (Since April 2004)
- **7 Courses**
- **336 Fellows from 51 countries**

**Course Participants**
- MAJ/LTC/COL/civilian equivalent
- 80/20 mix of international and U.S.
- 60/40 mix of military and civilian

### Stability, Security, Transition and Reconstruction (SSTR) (Since August 2006)
- **2 Courses**
- **56 Fellows from 20 countries**

**Course Participants**
- MAJ/LTC/COL/civilian equivalent
- 80/20 mix of international and U.S.
- 60/40 mix of military and civilian

### Alumni Associations

- Bangladesh
- Indonesia
- Mongolia
- Nepal
- Pakistan
- Russia **
- United States

- Fiji
- Philippines
- Madagascar *
- Palau
- Papua New Guinea
- Thailand

* To be chartered: Cambodia, Malaysia, Maldives, Marshall Islands, Sri Lanka, and Vietnam.
** Joint alumni association with the Marshall Center

### Alumni in senior positions

- Vice President (1)
- Minister/Deputy of Defense (6)
- Minister of Foreign Affairs (8)
- Chief or Deputy Chief of Defense (16)
- Ambassador (51)
- Chief or Deputy Chief of Service (29)
- Cabinet or Parliament appointment (20)

### Conferences & Outreach

- Conferences since June 1995 .................. 114
- Attendees since 1995 ..... 6,900+ from 71 countries
- Outreach Course alumni ...................... 27
Local reporters covered the opening of the one-week Counter-Terrorism course. In May 2006, the Asia-Pacific Center for Security Studies (APCSS) and the Southeast Asia Regional Centre for Counter-Terrorism (SEARCCT) jointly hosted a one-week course entitled “Malaysia Outreach Counter-Terrorism Program,” held in Kuala Lumpur. Twenty-seven Fellows, from seven different Asia-Pacific nations, attended the course. The theme of the course focused on terrorists’ use and exploitation of the internet.