



ASIA-PACIFIC CENTER FOR SECURITY STUDIES



EDUCATE

CONJECTURE

ANNUAL REPORT 2010

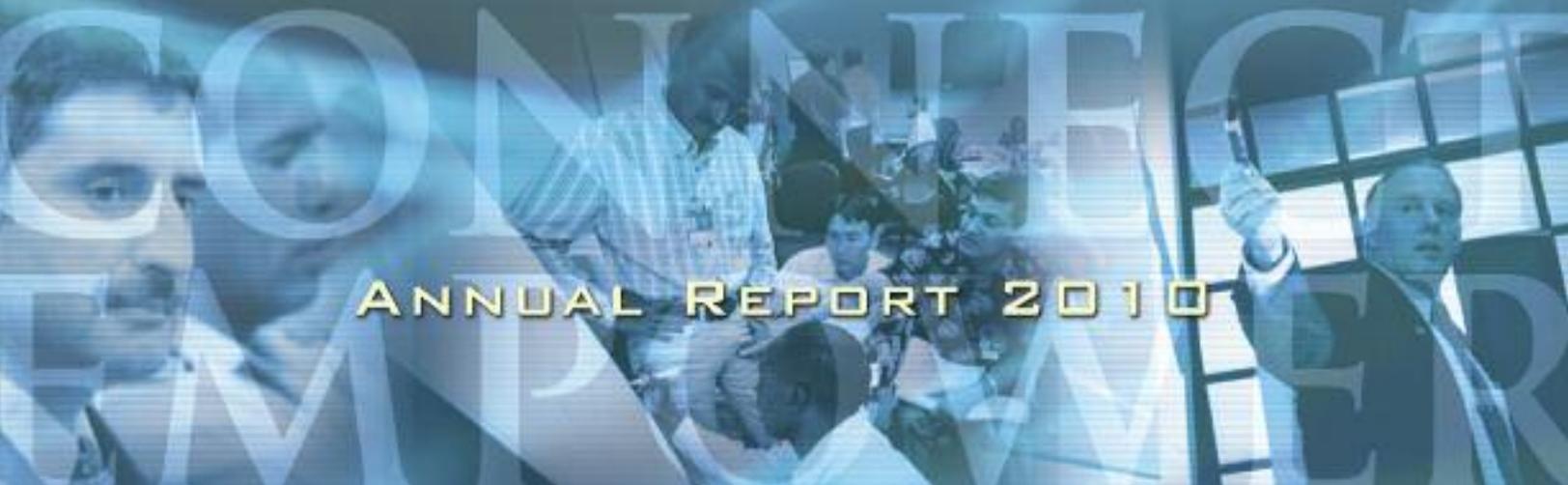




TABLE OF CONTENTS

Asia-Pacific Center for Security Studies

2058 Maluhia Road
Honolulu, HI 96815

Director

Lt. Gen. (Ret.) E. P. Smith

Deputy Director

Brig. Gen. (Ret.) James T. Hirai

Dean, College of Security Studies

Amb. (Ret.) Lauren K. Moriarty

Dean, Admissions and
Business Operations

Capt. (Ret.) Richard Sears

Foreign Policy Advisor

Amb. (Ret.) Charles B. Salmon, Jr.

Editors

Mary Markovinovic

Mike Daniels

Photographers

Stephanie Hika

Bob Goodwin

Visual Information Branch

Class Photos/Conference Art

Visual Information Branch

Cover Art

Dalton Nouchi

Layout/Design

Dalton Nouchi

APCSS Mission and Vision	3
Director's Comments	4 - 5
Educational Aim	6
Measures of Success	
Goals and Objectives	7
Educating, Connecting & Empowering	
Special Programs	8 - 9
Courses	10 - 19
Alumni Associations	
Association Updates	20
Demographics	21 - 24
Conferences/Workshops	25 - 32
APCSS Team	33 - 35
Faculty & Publications	
Looking Ahead	
Infrastructure	36
Social Networks/Awards	37
APCSS Fact Sheet	38

The Asia-Pacific Center for Security Studies (APCSS) is a U.S. Department of Defense academic institute that officially opened Sept. 4, 1995, in Honolulu, Hawaii. The APCSS addresses regional and global security issues, inviting military and civilian representatives of the United States and Asia-Pacific nations to its comprehensive program of executive education and workshops, both in Hawaii and throughout the Asia-Pacific region.



MISSION

Building capacities and communities of interest by educating, connecting, and empowering security practitioners to advance Asia-Pacific security.

VISION

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

- **Venue of choice for security-cooperation education**
- **Sought-after facilitator of security assessments and approaches**
 - **Catalyst for leader and organizational capacity-building**
 - **Key node for security information analysis and strategic understanding of complex challenges**
- **Connector of communities of interest, expertise and influence related to security issues in the Asia-Pacific region**



DIRECTOR'S OVERVIEW

In 2010 APCSS fulfilled its full potential as a unique and high value added contributor to advancing focused Asia-Pacific security collaboration and cooperation among a diverse and influential network of program graduates and benefactors. Whether in the conduct of in-resident academic offerings which were continuously adaptive to requirements and needs of regional security practitioners, or in a highly profitable series of outreach workshops in the region and at APCSS, or in the research efforts of APCSS faculty, or in the ground-breaking for a new wing at APCSS to better integrate critical informational and educational technology to the advantage of program participants and graduates, APCSS in 2010 was very successful in all it attempted. The contents of this annual report document that.

Adaptive, evolutionary, comprehensive, and responsive to OSD and USPACOM priorities, APCSS programs in 2010 continued to help build critical security cooperation capacities via an adaptive executive-education learning model. Related outcomes positively influenced regional leader development and institutional system improvements, moreover, and continuous process improvements in APCSS operations and the APCSS business model helped ensure steps ahead can be sustained. The probability of continuing APCSS mission accomplishment was enhanced again in 2010.

In the area of APCSS learning model influence on regional security-system improvements, recurrent APCSS alumni and alumni supervisor feedback provide ample evidence of specific near-as well as long-term capacity building. A couple specific examples follow:

1. Mr. Maubere Loro Horta (*Comprehensive Security Responses to Terrorism Course 10-1*) credited collaboration with APCSS as very valuable to the drafting of the Timor-Leste National Security Policy, with 37 of 40 recommended changes to the policy document accepted;
2. Commander Teotimo Borja (*Advanced Security Cooperation Course 09-2*) reported he used the networking and collaboration skills learned at APCSS to improve ongoing efforts between the Philippines Coast Guard and Singapore counterparts, resulting in the capture and recovery of three pirated vessels in the Southern Philippines;
3. Colonel Yanuar Handwiono (*Comprehensive Security Responses to Terrorism Course 10-1*) utilized his APCSS Fellow's Project to develop an action plan that resulted in an 80 percent reduction in illegal migration through Sabang Naval Base, Indonesia; and,
4. Dr. Tseren Davaadorj collaborated with fellow APCSS alumni in Mongolia to develop the latest edition of the National Security Sector Concept of Mongolia that was ratified by Parliament.

In the area of human capital development and continuous process improvements, several initiatives added real value in the management of APCSS programs in 2010 and set the stage for continued success in the future. Again, a few examples follow:

1. Completion of the Center's first comprehensive assessment of human capital resources to address and meet mission tasks related to emerging Asia-



Lt. Gen. (Ret.) E. P. Smith

Pacific security sector trends, challenges and opportunities. This assessment, in turn, led to the development of an actionable Human Capital Management Plan to attract, retain, and develop a world-class APCSS workforce that is needed to remain a cutting-edge provider of executive education and a trusted consultant on security sector challenges well into the 21st Century.

2. The dramatic improvement in the ability to share, collaborate, store and retrieve the vast amount of information APCSS deals with everyday via the deployment of a SharePoint knowledge management software program and the implementation of a comprehensive records management program. And,
3. The sustainment of ongoing improvement efforts directed at:

preparing for deployment of the Regional Center Persons/Activity Management System (RC/PAMS) to automate many APCSS operations now performed manually or with outmoded databases; developing a more robust assessments process to critically evaluate our courses and workshops in ways that focus on producing the results our customers and stakeholders intend; exploring new workplace flexibilities that improve workforce quality of life and enhance continuity of operations; and beginning the transformation of our library into a more forward looking, web-enabled Knowledge Management Office. And all these initiatives have been made possible by the new systems and technologies that we have progressively invested in over the past several years.

In the area of regional outreach workshops, APCSS conducted some of the most forward-looking workshops in its history, each one advancing understanding of collaborative potential for security cooperation in a significant area. The dialogues by highly informed and qualified participants, alone, were substantial in terms of sophisticated executive education today contributing to better security and stability tomorrow. These occasions included workshops on:

- Managing the global commons, specifically related to energy and environmental security, in partnership with the Freeman Spogli Institute for International Studies at Stanford University and the Center for Hemispheric Defense Studies, and involving key Asia-Pacific and South and North American subject matter experts;

- Collaboration on humanitarian assistance and disaster relief information-sharing among responsible government and non-government officials in Japan, the Republic of Korea, and the U.S.;

- A very timely and focused symposium in the Maldives on combating terrorism involving officials from five South Asia nations;

- A series of discussion periods in China on U.S.-China relations today and ahead with track II subject matter experts in Beijing and Shanghai;

- A workshop on security sector development policies, priorities and best practices among high-level security officials from the Republic of the Philippines, Sri Lanka, the Maldives and Mongolia;

- A workshop on maritime security challenges, individual and shared, involving more than 50 participants from 24 nations and organizations in Oceania;

- A seminar of some of the most informed and influential subject matter experts in the world addressing the interface of science and technology and security—specifically, areas of most concern, now and ahead—partnered again with Stanford University;

- A workshop in Vladivostok, Russia on maritime security and regional cooperation in Northeast Asia, involving key security practitioners from six Northeast Asia nations; and

- A mini-course in Jakarta, Indonesia on optimizing the strategic role of the media in crisis management periods and

involving security practitioners and media professionals from nine participating nations.

Similarly, and in the fifteen-year tradition of APCSS, the in-resident courses complemented regional engagements to mutually promote achievement of immediate to longer-term strengthening of key leader personal relationships, networks and capacities to get things done more collaboratively, cooperatively, efficiently and effectively.

The planned series of initiatives to upgrade supporting programs and related infrastructural usage, from informational technology leveraging, to prototyping sustainable distance learning to advance connectivity long-term among graduates, to implementing a sustainable capital management strategy given resourcing available and projected, all continue to underpin our programs to advantage.

Therefore, our reason for being continues to grow in importance. At APCSS, we add unique value far beyond costs expended, routinely. And our enabling of recurrent accomplishments of participants in APCSS programs, via over fifty active Alumni Associations, and the very many partnerships we have and promote, merits our best collective efforts to help expand an influential network that simply doesn't exist anywhere else. We are honored to serve in an organization that makes positive differences in leaders and institutions, every day.



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

EDUCATIONAL AIM-POINT OF THE APCSS EXPERIENCE



Learning at APCSS is intended to develop participant critical thinking in a multi-lateral/dimensional context related to real-world actual and anticipated complex security problems.



The APCSS learning experience helps develop participant reasoning capability, decision-making, self-expression, and collaborative capacity.



The APCSS graduate is better able to comprehensively understand a security challenge, determine its dimensions and related issues, obtain critical and timely information bearing on the analysis, arrive at sound options for further study within a reasonable timespan, communicate recommendations for action, justify resourcing, and be confident in supervising and operationalizing recommendations.



Education is primarily oriented on accessing deeper knowledge and being able to properly apply it, on practical and original reasoning, and on respectful and inclusive collaboration. Attention is also given to the nurturing of intellectual honesty, integrity, and example-setting.



APCSS GOALS AND OBJECTIVES



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

Develop and maintain educational programs that provide the knowledge, skills and relationships to advance security cooperation.

Identify and enroll current and future regional influencers in APCSS programs.

Conduct research and analysis that supports APCSS educational programs and publish insights for the wider security communities.

Conduct partnered workshops and other outreach activities, tailored to regional needs, that further develop capacities, capabilities, and security cooperation.

Foster relationships by providing a unique multicultural learning environment that breaks down communication barriers and promotes transparency, mutual respect, and understanding.

Build, strengthen, and leverage alumni relationships and organizations to advance security cooperation and support life-long learning.

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

Assess and validate current and future civilian, military, and contracted personnel requirements.

Conduct market analysis of human capital to correctly identify, attract, and recruit

innovative and adaptive faculty and staff tailored to mission requirements.

Administer and execute appropriate mentoring, training, professional-development, recognition and compensation programs.

Ensure APCSS programs and policies encourage and enable excellence and innovation.

Assess/improve Human Resources systems and services to enhance customer satisfaction.



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

Identify requirements for and acquire facilities, systems, services and equipment.

Maintain facilities, systems, services and equipment.

Provide informational technology, support and technical services that enable effective business practices and connect to global audiences.

Provide educational technology, support and services that enrich the APCSS learning environment and interact with global audiences.

Promote, enforce and sustain principles and practices of information assurance in compliance with DoD policy.



Continuously improve organizational structures and processes.

Provide standardized procurement and support processes that are accessible and adaptable to optimize all resources (organization, information, infrastructure, equipment, financial, and human) to meet Center priorities.

Maintain Managers' Internal Control Program.

Routinely assess long-term planning and programming to meet OSD and USPACOM guidance.

Sustain timely and concise external communications.

Sustain timely, concise, and bi-directional internal communications.

Analyze and assess data to enable program refinement and highlight regional effects.

Deploy and sustain Continuous Process Improvement (CPI) and Lean Six Sigma (LSS) methods as practical and efficient enablers to mission accomplishment.

Enhance systems and processes to support program execution.

Promote, adhere to and enforce the highest ethical standards.

Establish, employ and sustain a knowledge management process with clearly defined roles and responsibilities to create, organize, access and use information.

The Importance of Maritime Security

by Ms. Kerry Nankivell



Over the course of 2010, mainstream security practitioners and scholars found that more and more emergent security issues in the Asia-Pacific triangulated on maritime security.

No other sub-field of international security featured as prominently in 2010 in so wide a range of security-related discussions: whether traditional security (sinking of the ROKS Cheonan), diplo-legal disputes (South China Sea, Senkaku/Diaoyutai), terrorism (piracy and ship attacks), or, at the other end of the security spectrum, non-traditional security challenges including economic security, science and technology, security sector development, human security, law enforcement, or climate change and disaster management. The Indian and Pacific Oceans, distinct from the Asian continent itself, clearly took center stage for security dialogue in the past year, a trend not likely easily reversed.

The Asia-Pacific Center has been an active contributor to discussions surrounding the security of our sea lanes, our oceans, and, ultimately, our national communities. We have done this through our regular courses, in which case studies of regional maritime concerns, including the South China Sea dispute and trans-Pacific drug traffic, have

been assigned to our Fellows. We have also hosted a series of workshops in Honolulu and abroad where maritime security was either the central theme, or an important component of APCSS' ongoing engagement with the region. Our subject matter experts have participated in a number of more informal security dialogues, from small delegation visits to APCSS facilities to large alumni gatherings in Southeast Asia, where perspectives and concerns were freely shared among peer groups across nations.

APCSS continues to strive to be a meeting place of ideas, with increased focus on the maritime realm for the Asia Pacific. In this realm in particular, with stakeholders as wide and diverse as the Asia Pacific itself, APCSS can and does bring unique value added toward fostering a truly multi-dimensional understanding of maritime security and widening the solution space for our shared challenges.

Participants of APCSS workshops on Maritime Security held in Honolulu and Vladivostok (Russia).



SPECIAL PROGRAMS

Security Sector Development *by Dr. Justin Nankivell*



Security Sector Development (SSD) - the relationship between security forces, political institutions, legal institutions, and the normative components of civil society - is one of the most critical issues of security the world faces.

This fact stems from the changing nature of the international system, within which all states are subject to large scale transformations in security practices and the emergence of new security issues. Due to the complex dynamics and interdependent nature of global and regional security, states are adjusting to these emerging realities in a comprehensive manner through security sector adaptation and institutional reform.

Security sector development sits at the heart of this global transformation in thinking and practice. Broadly speaking, SSD refers to the changing nature of security institutions within states that have an impact upon social and economic development, justice, issues of law and order, and democratic consolidation in government. The specific institutions of the 'security sector' are numerous, and include: military forces, armed forces and police; oversight bodies (legislative and executive branches); justice and law

enforcement institutions (judiciary and prisons); and civil society and non-state security providers.

The overall aim of security sector development is to ensure that there exists civilian control over these institutions so that they remain aligned with the greater will of a nation's citizens. Security sector development is in many ways the critical phase in achieving a responsive and accountable relationship between the state and its peoples, and remains therefore, perhaps the most important security issue that states face in the Asia-Pacific.

APCSS continues to foreground the issue of Asia-Pacific SSD in its programs, courses, and outreach events in order to advance collective knowledge, practitioner expertise, and regional best practices for all countries in the region.

Participants of the two SSD Workshops held in Honolulu.

ADVANCED SECURITY COOPERATION (ASC)



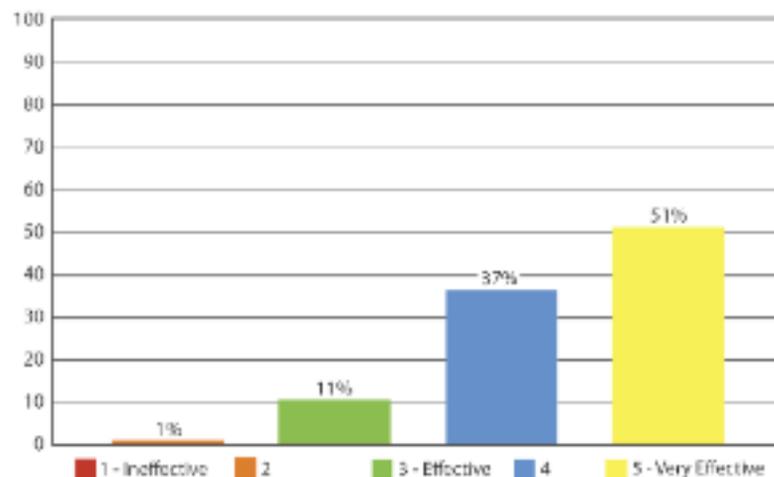
Advanced Security Cooperation (ASC) is a six-plus week executive education course to enhance individual leader skills in critical thinking, communication, collaboration and decision-making in complex multinational and culturally diverse environments. The course content focused to achieve these objectives includes identifying and analyzing key strategic trends influencing the international and Asia-Pacific regional environments, best practices in governance and security sector development, complex problem analysis of Asia-Pacific security dynamics, communication and negotiation skills, interagency coordination, and international cooperation.

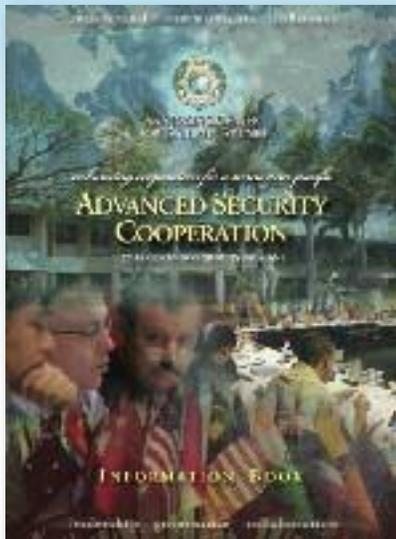
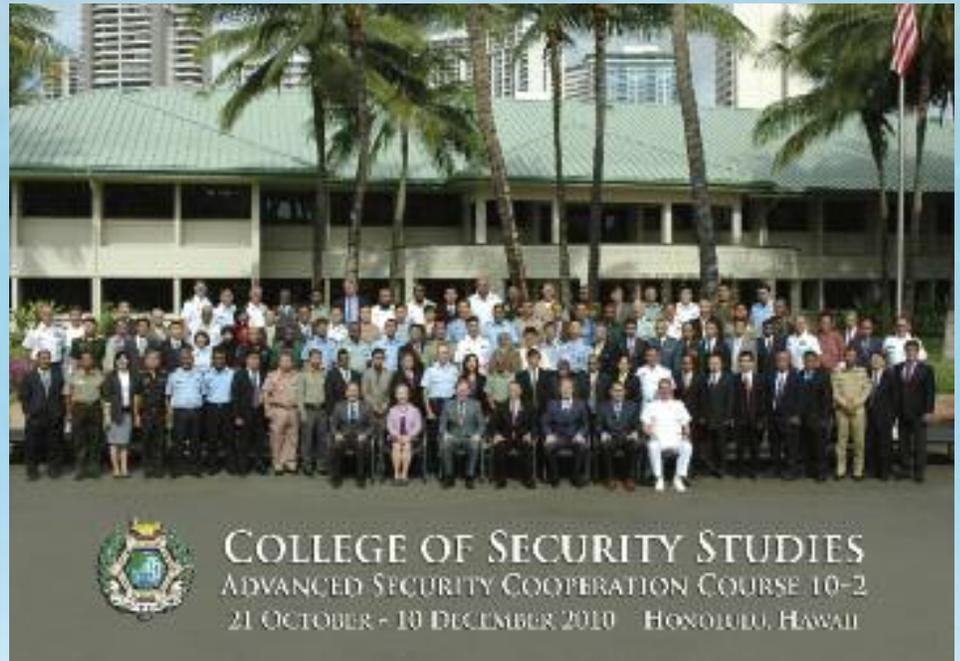
The ASC course also utilized the case method to collective research and strategic cooperation through the use of eight regional case studies written by APCSS faculty. Individual problem analysis was carried out through the “Fellow’s Project,” a personalized project Fellows selected to address upon their return to their home country. These projects led to a deeper understanding of particular security problems in each country, and provided the added benefit of exposing Fellows and faculty to a wide variety of security issues critical to their colleagues.

clockwise: 1. Ms. Nurul Adlina ABD Aziz from Malaysia (ASC10-2) 2. ASC10-2 Fellows Alam (Bangladesh), Chris (Australia) and Liu (PRC) discuss a complexity simulation.

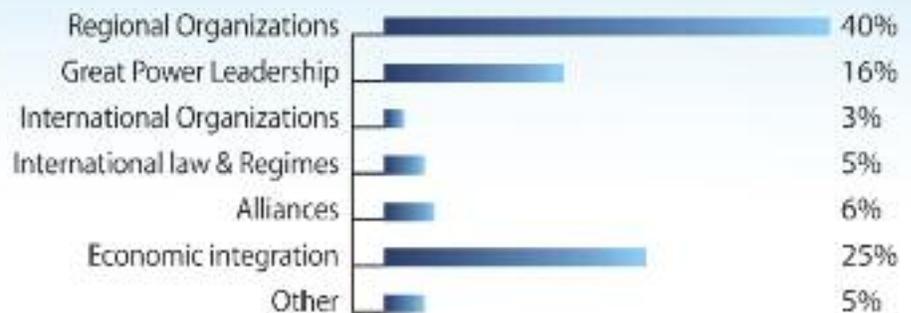


ASC 10-1: Considering course topics, learning experiences and course support, how effectively has APCSS built upon your prior knowledge of security cooperation in the Asia-Pacific region?





ASC 10-2: What is the most effective means to improving regional security?



ASC 10-2 Survey Result 34 countries, 84 participants

ASC 10-1/10-2

Lt. Col. Matthew Schwab;
Dr. Justin Nankivell

ASC Course Numbers:

ASC10-1 = 82 participants, 36 countries

ASC10-2 = 87 participants, 33 countries

Total for the year
169 participants, 42 countries



“This has been a phenomenal and wholly unique experience in my 19 year active duty career. I am confident that in subsequent assignments at the component or combatant commander level that the skills and perspectives provided will be most useful. The indirect value though is enormous. My comprehension of Asia-Pacific security issues has grown and my network of professional points of contact has increased several-fold. I will enthusiastically recommend this course to my seniors as well as to my peers.”



clockwise: 1. Maj. Doug Riley (U.S.) and Mr. Gary Auxilian (Philippines) 2. ASC10-2 Group Photo 3. ASC10-1(Seminar 4) : Ms. Zenysba Shaheed Zaki (Maldives), Lt. Col. Carlos Castillo (Columbia), and Maj. Luong Van Mahn (Vietnam). 4. Fellow Projects on display.

ASIA-PACIFIC ORIENTATION COURSE (APOC)



The Asia-Pacific Orientation Course (APOC) is a distinctive course within APCSS resident offerings. This course uniquely focuses on educating, connecting, and empowering U.S. mid-level security practitioners. Through the examination of divergences and convergences of national interests between the U.S. and the countries of the Asia-Pacific region, the course addresses the gaps in perspectives and policies to improve security collaboration in the region. The restructured APOC curriculum and andragogy received a resounding, positive response and ardent endorsement from participating Fellows in 2010.

In the annual survey of APOC 2010 alumni, 90% of the respondents attested that they have been able to apply knowledge gained from the course in their jobs, positions, and careers. One of the respondents wrote:

“My APOC experience has given me a regional situational and cultural awareness I did not have before. It has informed my perspective and approach to strategic and operational planning. I am far more sensitive to the cultural and national desires of the individual countries we deal with on a daily basis.”

Another alumni stated *“I have used some of the outcomes and ideas discussed during seminar and in the course sessions as stimulus to encourage colleagues to think outside their conventional thinking ‘box’ and encourage the examination of other*

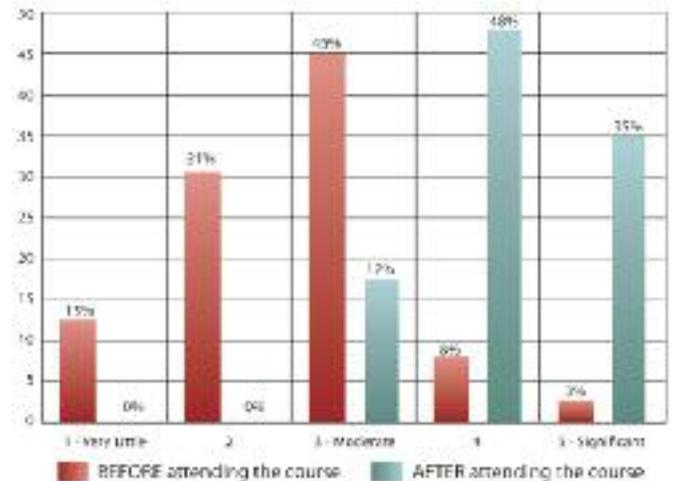
possibilities.” Forty percent of survey responses additionally reported that they have connected and collaborated with a network of practitioners they met during the course.

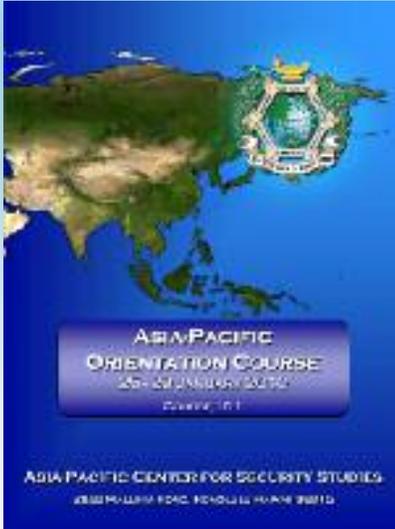
“APOC equipped me with very valuable regional context, exposed me to some tools that I have since utilized in collaboration with my assigned countries, and provided network opportunities that I have since utilized in supporting various projects/tasks” at U.S. Pacific Fleet.

This one-week resident course was offered three times in 2010 and a total of 285 participants successfully completed the course.

clockwise: 1. APOC10-2: Lt. Col. Seo Youngman of Republic of Korea 2. APOC10-1: Lt. Cmdr. Constantine Panaiotou 3. Ltjg. Liz Clarke (U.S.) 4. Capt. Isaac Baskins (U.S)

APOC 10-1: Overall knowledge and understanding of the U.S. Perspectives on Asia-Pacific Region:





APOC 10-1/10-2/10-3

Ms. Miemie Byrd

APOC Course Numbers:

APOC 10-1 = 103 participants, 7 countries

APOC 10-2 = 77 participants, 4 countries

APOC 10-3 = 105 participants, 11 countries

Total for the year

285 participants, 11 countries

Results of 2010 Post-course Alumni Survey for APOC



As a result of attending the APCSS Asia-Pacific Orientation Course (APOC) in 2010:

- a. I have applied knowledge gained in my job/career
- b. I connected and collaborated with a network of practitioners
- c. I took action by influencing a position or decision
- d. Other (please describe)



clockwise: 1. APOC 10-3: Maj. Mabel Balduf (U.S.) 2. APOC10-1 Group Photo. 3. APOC10-2 Group Photo. 4. APOC10-3 Group Photo. 5. APOC 10-3: Lt. Theresa Donnelly (U.S.)

COMPREHENSIVE CRISIS MANAGEMENT (CCM)

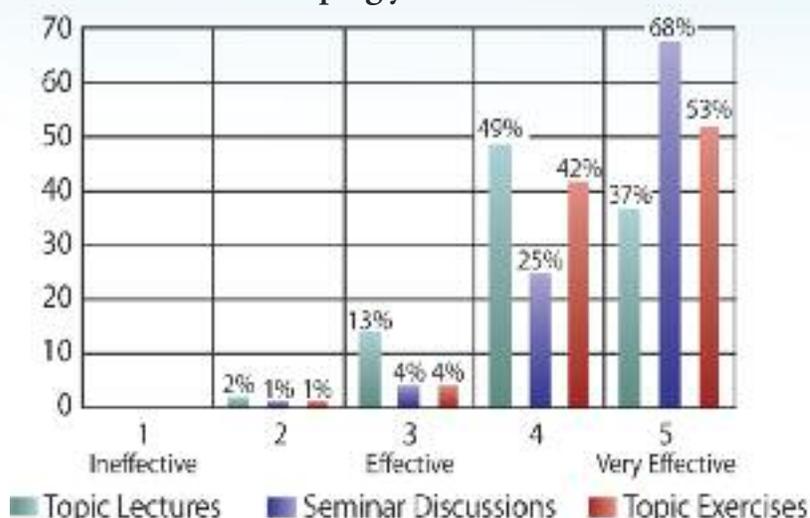


Comprehensive Crisis Management (CCM) is a four-week course for mid-career security professionals from the Asia-Pacific region that develops transformational critical thinking about the potential strategic impacts of crises and crisis management.

In CCM 10-01 Subject Matter Experts offered a comprehensive set of strategically-focused lectures related to crisis management including complexity, governance and participation, health and human security, and interagency processes. Building on the lectures, Fellows from across the Asia-Pacific region shared relevant experiences and expertise in small group discussions, and collaborated in the development of personal professional projects that empower them to build national and regional capacity in comprehensive crisis management.

Just one of several examples from CCM 10-01 where Fellows projects have resulted in new projects or initiatives came from the Federated States of Micronesia. The Micronesian Fellow's CCM10-01 Project was presented to and approved by his Governor and it involved renovation of the existing Disaster Coordinating Office, with installation of four different types of new communication systems including an early warning system. The project has been funded by the European Union,

CCM 10-1: How effective were these tools and resources in developing your leader skills?



and administered by SOCPAC, through the National Overseas Development Assistance Office.

In CCM 10-01, Fellows also worked collaboratively on a Regional Strategy Project that highlights future crisis management challenges common to the United States and countries in the Asia-Pacific region, and propose actionable solutions. Skilled faculty facilitators helped Fellows compare and contrast US and foreign perceptions of priority crisis threats, in a secure and transparent environment.

Following graduation, Fellows continue to maintain contact with each other and

with APCSS as they lead change in key crisis management and security positions in their countries.

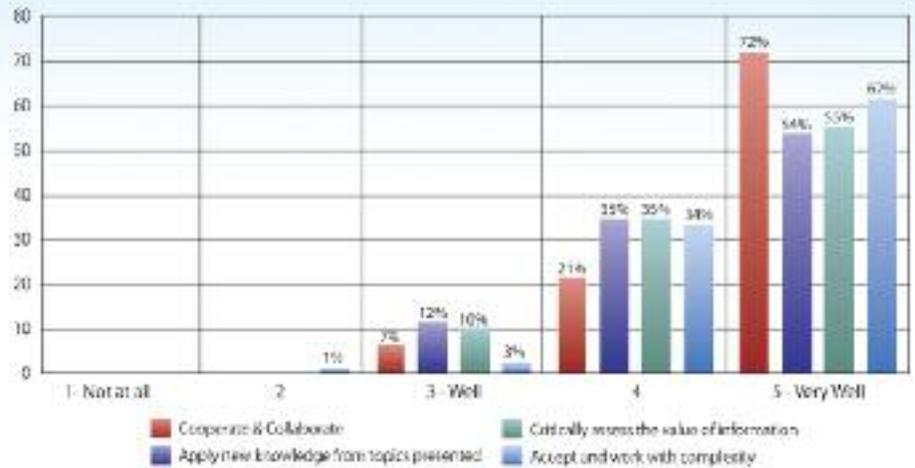
CCM10-01 also offered Fellows a unique panel discussion that paired leaders from private industry and the Hawaii National Guard, and stressed public-private partnerships as a unique and effective strategy for optimizing disaster preparedness and response.

During the panel discussion, The Adjutant General of the Hawaii National

*clockwise: 1. Maj. Gabe Griess (U.S.)
2. Ms. Taiwo Dolapo Folarin (Nigeria),
Col. Sun Byung Geun, (ROK) and
Cmdr MD Atiq Rahman (Bangladesh).*



CCM 10-1: How well did the Asia-Pacific Center for Security Studies (APCSS) further develop you to:



CCM 10-1
Dr. Jim Campbell
CCM Course Numbers:
 CCM 10-1 = 78 participants, 38 countries
 Total for the year 78 participants, 38 countries

Guard discussed with the Fellows the timely and highly relevant example of an actual civil defense mobilization that was executed in Hawaii in response to a tsunami. The tsunami was generated by an 8.8 magnitude earthquake 6700 miles away off the coast of Chile, which occurred just prior to commencement of the CCM course.

Fellows gained a new appreciation for the value of technology in disaster preparedness and response, as well as the key role of technology in enabling executive education, through the course.



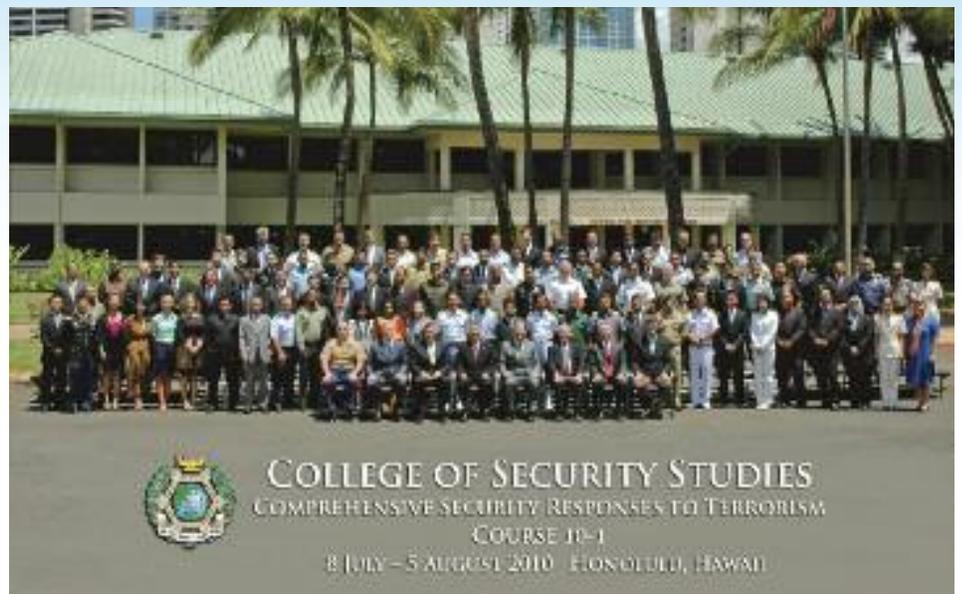
*clockwise: 1. Mr. Husaini Bin HJ Matzin (Brunei) and Mr. Agung Sampuro (Indonesia)
 2. CCM 10-1 group Photo 3. CCM10-1 Fellows collaborate on a project.*

COMPREHENSIVE SECURITY RESPONSES TO TERRORISM (CSRT)

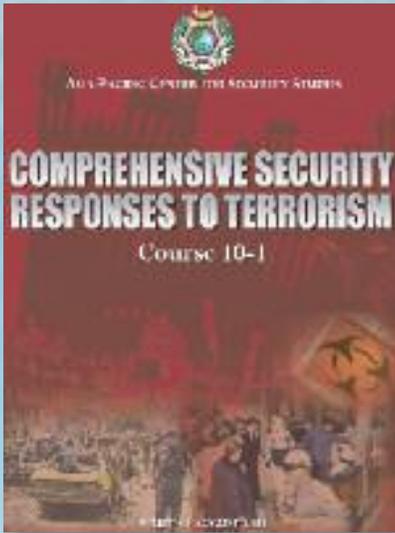


Terrorism poses a serious threat to all civilized nations, with almost 30,000 people killed in terror attacks worldwide in 2009. Because terrorists operate, recruit, train, and receive funding without regard to national borders, we must work hard to build collaborative interagency and international approaches to counter this threat. The Comprehensive Responses to Terrorism (CSRT) course is designed do just that by hosting 82 Fellows from 35 nations (80% from Asia, 20% from elsewhere in the globe, and 10% from the U.S.) to enhance practitioner knowledge, build professional relationships, and ultimately reduce the space for terrorists to operate internationally. It should be noted that the curriculum deliberately focuses on strategic, non-kinetic, medium to long-term aspects of countering terrorism.

CSRT 10-1 offered participants a range of world-leading experts on various aspects of terrorism, including de-radicalization, global terrorist networks, the role of the media and new communication technologies, the role of women in CT, terror finance, and many more relevant topics. As with all APCSS courses, expert briefings were followed by facilitated small group discussions in which participants could learn from each other on common threats and best practices for combating terrorism. Finally, a series of exercises highlighted critical areas such as mapping out complex problems and enhanced



clockwise: 1. CSRT10-1 Fellows in seminar discussions. 2. Ms. Mariko Watanabe (Japan) in the auditorium. 3. CSRT 10-1 Group Photo 4. Ast. Superintendent MOHD Khairuddin Kharul Jamal (Malaysia) and Capt. Sunsearn Sadod (Thailand).



CSRT 10-1

Dr. Bill Wieninger

CSRT Course Numbers:

CSRT 10-1 = 82 participants, 35 countries

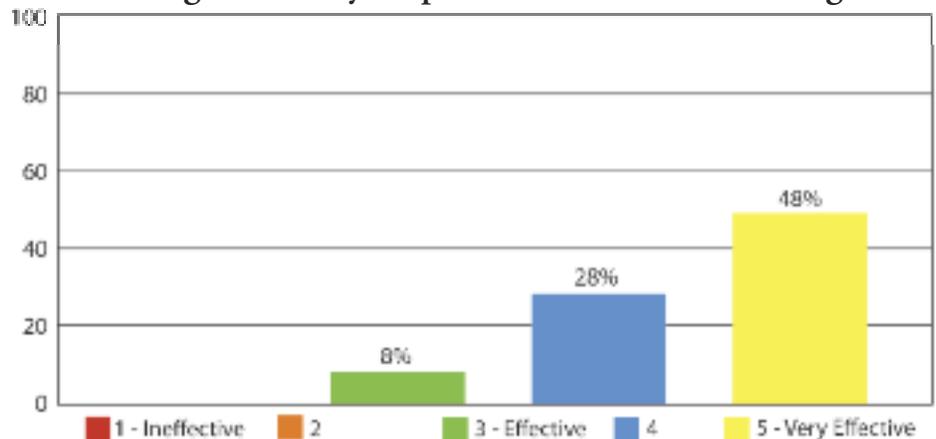
Total for the year 82 participants, 35 countries

strategic communication, culminating with a Capstone exercise on regional collaboration.

The course was extremely well-received by Fellows, highlighted most dramatically in the comments of a Fellow from Hong Kong who stated *“the CSRT course was the best professional development course in my 31 years of professional experience as a police officer.”* Similar comments came from many other Fellows. One Fellow stated that he had used the knowledge gained from the course to assist in the development of a three-week Counter-Radicalization Specialist Course for the Philippines. Of particular note given the importance of international collaboration, the Fellows from the Oceania countries committed to further develop the use of All Partners Access Network (APAN) for information sharing related to Counter-Terrorism (CT). As many have stated, countering terrorism is a very long-term problem that will be with us for many years. CSRT 10-1 made a significant contribution to addressing that problem by fostering strategic thinking and collaborative networks worldwide.



CSRT 10-1: Considering course topics, learning experience and course support, how effectively has APCSS built upon your prior knowledge of security cooperation in the Asia-Pacific region?



*clockwise: 1. Maj. Erdenebold Jamiyansenge (Mongolia) and Col. Han Thi Thanh Huyen (Vietnam)
2. Mr. Boun Inthabandith (Laos), Col. Khairil Asri Baharin (Malaysia), and Mr. Chen Tao (China).*

SENIOR ASIA-PACIFIC ORIENTATION COURSE (SEAPOC)



The Senior Asia-Pacific Orientation Course was held at APCSS from Jan. 13-15 2010. As APCSS' only offering tailored to senior U.S. security professionals, SEAPOC 10-1 aimed to facilitate executive-level analysis of trends shaping the Asia-Pacific security environment, while emphasizing policy and cultural perspectives from within the region itself. This course was designed to directly support the U.S. Pacific Command and selected DoD agencies by expanding a foundation of knowledge, building upon already existing Asia-Pacific experiences, providing a venue for senior peer-to-peer discussion, and facilitating strategic-level analysis.



SEAPOC 10-1 Ms. Kerry Nankivell

SEAPOC Course Numbers:
SEAPOC 10-1 = 13 participants, 1 country
Total for the year 13 participants, 1 country

Feedback from 13 senior Fellows and contributing faculty suggests that course objectives were met to a high standard. Strategic scene-setting panels covering the major actors and trends in the Asia-Pacific facilitated high-value peer-to-peer dialogue aided by APCSS resident subject matter experts. Elective periods, in which Fellows were invited to customize a program of personalized seminar sessions, provided tailored support to senior leaders. Finally, Senior Leader Workshops afforded SEAPOC Fellows the opportunity to 'put it all together' in a participant-centered process intended to critically assess trends and their implications for U.S. policy.

Key success factors observed by participants in 2010 centered on three

broad areas: first, discussion was focused at a high level, identifying key themes and trends, rather than tactical developments. As one Fellow noted: *"More than substantive knowledge - facts - [SEAPOC] sharpened my appreciation of process, i.e. how decisions are made and problems are defined and analyzed. It will contribute to my functioning as a part of a command group and in feeding suggestions/analyses into the policy making process."* Short presentations followed by long, Fellow-led discussion periods succeeded in supporting Fellows in their

attempts to think critically about the region and its future, rather than simply transmitting widely-available facts and figures: *"I now have a better perspective on the region in which to operate and make decisions. The foundation gained [at APCSS] will cause me to ask more questions so that I can better understand our operations and their potential impact, consequences, benefits, detriments, etc."* Finally, SEAPOC 10-1 truly offered Fellows a virtually uninterrupted opportunity to engage in candid peer-to-peer discussion away from the demands of their day-to-day operations: *"I learned as much from my colleagues as from the faculty. I am guessing this is one of your goals."*

Overall, SEAPOC 10-1 set a new standard for APCSS' support to the U.S. government community. SEAPOC will continue to be a valuable part of APCSS course offerings, directly supporting senior U.S. government leaders as they strive to better understand the Asia-Pacific region and the U.S. role within it.

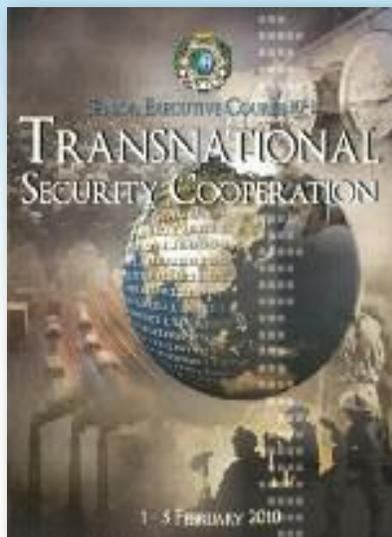
clockwise: 1. Mr. Kirk Skinner, Attaché US Embassy Tokyo; Rear Admiral Steven Ratti, Joint Interagency Task Force West; Brig. Gen. TJ O'Shaughnessy, 13th Air Force; and Mr. Mike Meserve (U.S. Army Pacific). 2. SEAPOC10-1 Fellows listen to a presentation on "Understanding Security Frameworks."

TRANSNATIONAL SECURITY COURSE (TSC)

This one-week senior executive course, conducted twice in 2010, is an intensive program for current leaders on the upward track for positions of significant national (and possibly international) responsibility. The course is designed for senior security practitioners from the Asia-Pacific region now serving in positions that require experience and rank at the one-to four-star military and civilian-equivalent level and may be in positions to influence security cooperation.

The curriculum emphasizes the impact of change in the region, as well as enhancing capacities – leader and institutional – to manage change. The course integrates a challenging program of guest speakers, along with interactive seminar workshop dialogues and action-planning. The TSC curriculum consists of a variety of short topical presentations and security issues updates followed by Fellow-centered moderated discussions. A table-top exercise of three moves focuses on assessing the impacts and requirements arising from a set of complex problems and framing appropriate collaborative multilateral response options. The exercise stimulates practical application of concepts presented during plenary presentations. The capstone of the course is a collaborative assessment of a complex case to enable viable peace within a weak state.

Course Fellows reported adjustment to their perspectives that *“focused our attention on sub-regional commonalities and differences.”* The course as represented by several *“pulled me well outside my comfort zone by demanding critical thinking at the strategic level.”* The construct of the course and its threaded exercise provided a *“useful demonstration of the difficulties of obtaining consensus and traction on the issues.”* In taking the lessons of the course forward into their current and future roles, participants pointed to the value of their increased *“skills in presentation, framing issues and making concise focused presentations on strategic issues.”* It provided



to many an *“outreach tool to frame policy advise for leaders when [they] are confronted with regional/global issues.”*

Many proposed the course would enable them to *“more critically review and assess strategic guidance in order to accomplish operational planning and execution”* as well as *“more clearly articulating clarification of strategic terms of reference.”*

Fellows additionally stated they would be *“better prepared to perform in the future at the strategic level, particularly through the use of resources such as the Alumni, course mates and APCSS web-based resources.”*

TSC 10-1/10-2

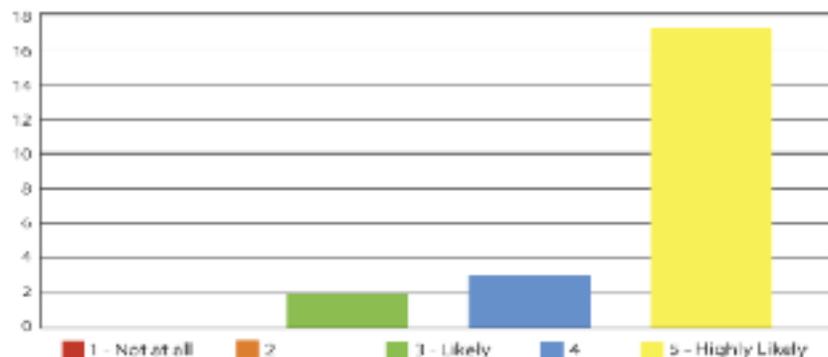
Lt. Gen (Ret.) Ed Smith,, Col. (Ret.) Dave Shanahan

TSC Course Numbers:

TSC10-1 = 22 participants, 21 countries TSC10-2 = 26 participants, 22 countries

Total for the year 48 participants, 29 countries

TSC 10-1: How likely are you to recommend an APCSS program to a colleague?



APCSS ALUMNI ASSOCIATIONS 2010

Building upon advances made in 2009 with the formation of six alumni associations, 2010 closed out with the formation of six additional alumni associations bringing the world-wide total of APCSS alumni associations to 51.

We welcome and congratulate our distinguished alumni from **New Zealand, Kazakhstan, Peoples Republic of China, Russia Far East, Cameroon and Samoa** for seizing the initiative to partner with APCSS and other alumni associations in promoting security networking and cooperation across the region and beyond.

In addition to celebrating the exciting beginnings of new alumni chapters, we applaud the efforts of several veteran alumni groups which have forged collaborative ventures to improve interagency and multilateral cooperation.

Partnering with APCSS, the **Maldives alumni** co-hosted the **South Asia Alumni Symposium on Combating Terrorism**. With funding support from the Combating Terrorism Fellowship Program “Continuing Engagement” Program, this symposium provided a unique opportunity for candid and vigorous discussions of current and emerging CT concerns in South Asia among seasoned APCSS alumni and CT professionals. Sixty-seven senior government and non-governmental civilian and military security practitioners drawn from South Asian nations (Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka) and the United States also developed the potential next steps that national governments as well as regional organizations may take in a collaborative fashion, to address these concerns.

The **Philippines alumni** co-hosted a **Maritime Security Issues Video Teleconference** with APCSS. Over 40 alumni joined in Manila to participate in a maritime security presentation and question and answer period conducted by APCSS alumnus and attorney Rodel Cruz, and APCSS professors Carleton Cramer, Justin Nankivell and Kerry Nankivell.

The **Pakistan Alumni Association** formed a board of alumni directors to review and recommend participants for APCSS alumni outreach events. Not only did this initiative help provide the best qualified participants, the board prepared attendees for outreach events by reviewing and editing topics and presentations created by the alumni for the workshops.

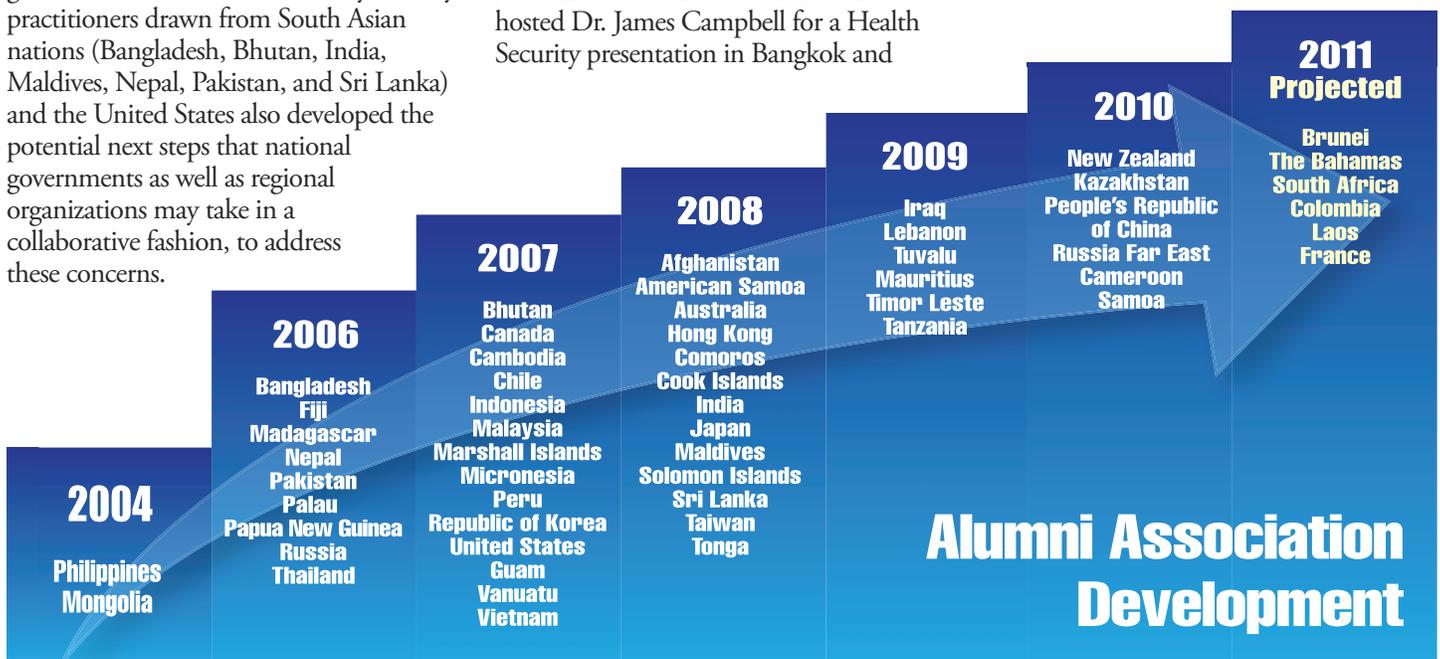
Mongolian alumni formed a core group to study issues associated with security sector reform and development. Alumni also served as a sounding board for the government on security issues and for developing national policy within the National Security Council.

Alumni in Thailand and Cambodia hosted Dr. James Campbell for a Health Security presentation in Bangkok and

Phnom Penh. As health issues are an important security concern for both nations, the alumni appreciated the opportunity to participate and to improve their knowledge base in this area.

In **Chile**, alumni chose to establish their staging point at the National Academy of Political and Strategic Studies (ANEPE). When hosting APCSS faculty member Colonel Stephen Myers, alumni also proposed developing a partnership between APCSS and ANEPE to collaborate on future educational opportunities and exchanges.

APCSS alumni throughout the Asia-Pacific continue to demonstrate their willingness and commitment to network and cooperate with each other to advance capacity and security in the region.



APCSS ALUMNI THROUGHPUT 2010

Entities	2010 Attendees	Cumulative	Entities	2010 Attendees	Cumulative
Afghanistan	6	18	Mexico	0	6
Angola	0	1	Micronesia	10	69
ASEAN	0	3	Mongolia	20	149
Asian Dev. Bank	0	1	Mozambique	0	8
Australia	28	112	Nauru	2	8
Azerbaijan	0	1	Nepal	21	196
Bahamas	2	3	New Zealand	3	53
Bangladesh	14	204	Nigeria	1	2
Belgium	1	1	Niue Island	0	7
Bhutan	8	31	Pacific Island Forum	0	2
Bosnia & Herzegovina	0	1	Pakistan	19	193
Botswana	0	4	Palau	1	18
Brazil	1	2	Papua New Guinea	9	82
Brunei	4	56	Peru	0	13
Bulgaria	0	3	Philippines	25	252
Cambodia	8	84	Poland	1	10
Cameroon	3	3	Republic of Korea	18	114
Canada	4	49	Romania	0	2
Chad	0	2	Russia	30	97
Chile	4	44	Rwanda	0	1
China			Samoa	2	12
(Hong Kong & Taiwan)	16	113	Saudi Arabia	0	4
Colombia	3	9	Serbia	0	1
Comoros	2	20	Singapore	6	73
Cook Islands	0	19	Slovenia	0	1
Djibouti	0	1	Solomon Islands	2	20
Ecuador	0	2	South Africa	3	5
Egypt	4	7	Sri Lanka	24	203
El Salvador	0	8	Switzerland	1	2
Fiji	12	71	Tajikistan	0	1
France	3	11	Tanzania	8	21
Georgia	0	1	Thailand	16	244
Germany	1	2	Timor-Leste	3	33
Ghana	0	1	Tonga	5	42
Guatemala	0	1	Turkey	3	10
India	20	206	Tuvalu	1	20
Indonesia	21	186	Ukraine	0	1
Iraq	0	4	United Kingdom	1	4
Japan	11	74	United Nations	1	4
Kazakhstan	3	9	United States		
Kenya	0	8	(Amer. Samoa, Saipan, Guam)	305	1470
Kiribati	3	28	Uruguay	2	4
Kosovo	0	1	Vanuatu	1	25
Kyrgyzstan	0	1	Vietnam	12	109
Laos	13	71			
Lebanon	2	6	2010 Attendees:		814
Lithuania	0	3	Cumulative:		5,479
Macedonia	0	1			
Madagascar	0	38			
Malaysia	14	229			
Maldives	30	70			
Marshall Islands	2	32			
Mauritius	0	32			

**New countries added in 2010



Tonga Alumni

New Zealand Alumni

Micronesia Alumni



APCSS ALUMNI ASSOCIATION

Canada

United States
(Hawaii, Washington D.C.,
Guam & American Samoa)

Hawaii

Alumni in India
as the National Maritime

Center

Peru

Chile

In Chile, alumni established their base
of operations at the National Academy
of Political and Strategic Studies.

● New Countries added in 2010

**Joint Alumni Association with the Africa Center

***Joint Alumni Association with the Marshall Center



Chile Alumni



China Alumni



Kazakhstan Alumni

ASSOCIATIONS 2010

51 ALUMNI ASSOCIATIONS;
6 NEW IN 2010



CUMULATIVE INTERNATIONAL FELLOWS

Southeast Asia 24%	East Asia 21%
South Asia 26%	Oceania 17%
Other 12%	

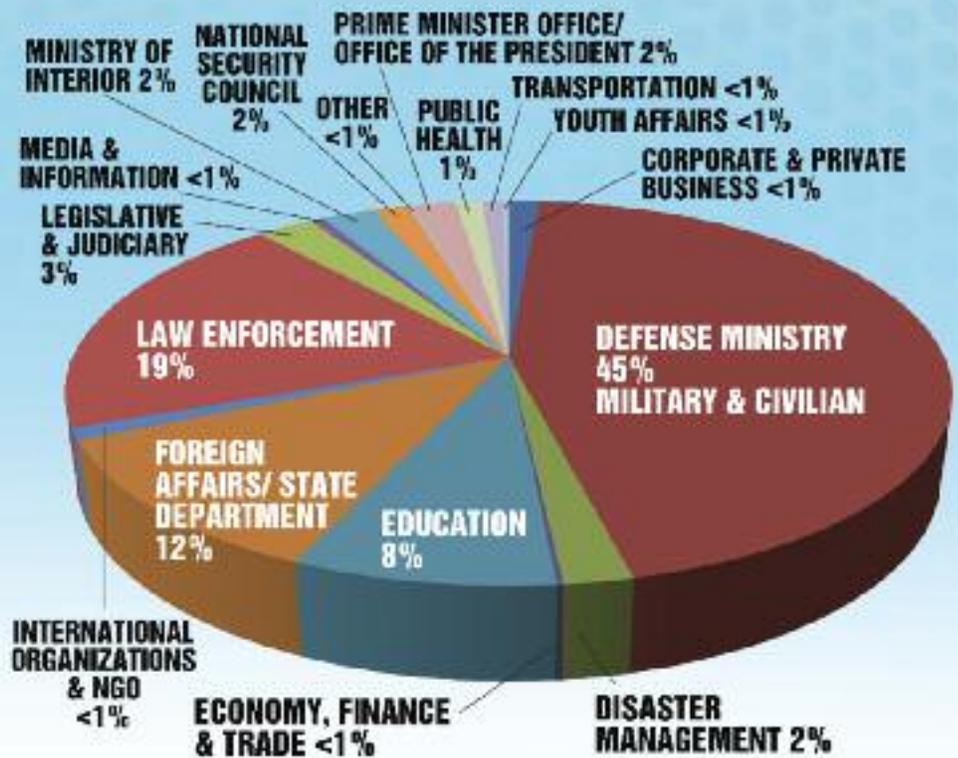
Who comes to our courses?

Searching for the optimal blend of participants is a major effort at the Center. Diversity enhances the APCSS experience by bringing people together with different perspectives and a wide variety of experiences. To maximize the effectiveness of our participant-centered, activity-based learning model, we attempt to replicate real-world planning and response to natural and man-made disasters or other security-related challenges. Having a diverse mix of practitioners from the broadest security realm adds a crucial element of realism to our exercise scenarios and ensures we approach issues from a comprehensive perspective.

As these charts demonstrate, less than half of our international participants represent the Defense ministry; whereas, the greater segment of practitioners characterizes a whole-of-government approach with representatives from over fifteen diverse ministries, reflective of regional views about their security sectors. This comprehensive approach to security introduces experiences and perspectives from departments such as Foreign Affairs, Law Enforcement, Disaster Management and Customs. Within large ministries like Defense, we also seek a balance among military services and between uniformed and civilian personnel. The Law Enforcement sector is also comprised of varied organizations such as National Police, Customs, Immigration and Homeland Security. This inclusive approach challenges participants to think more critically and broadly about security and it enhances the learning experience with diverse perspectives.

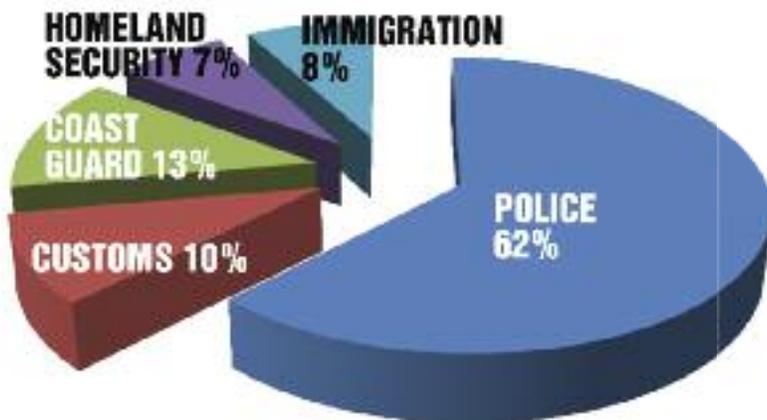
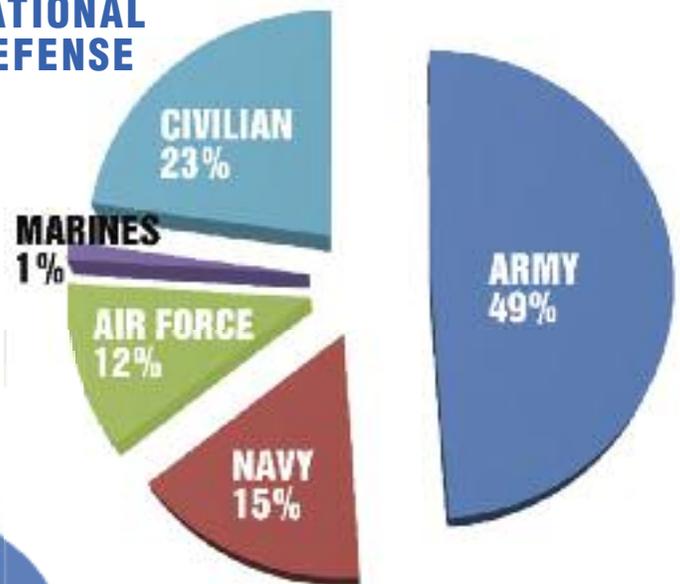
2010 INTERNATIONAL ALUMNI

total: 519 Alumni



2010 INTERNATIONAL ALUMNI BY DEFENSE MINISTRY

total: 233 Alumni



2010 INTERNATIONAL ALUMNI IN LAW ENFORCEMENT

total: 101 Alumni

2010 CONFERENCES & WORKSHOPS

Regional Security Discussions

APCSS plays host to a number of large groups for significant roundtable /panel discussions. Asia-Pacific security cooperation as well as transnational security cooperation issues dominated the discussions. These groups include the U.S. Army War College International Fellows, The School of Advanced Military Studies' Advanced Operational Art Studies Fellowship (ASOASF) program, the Symposium on East Asia Security (SEAS), and the Air War College International Fellows.

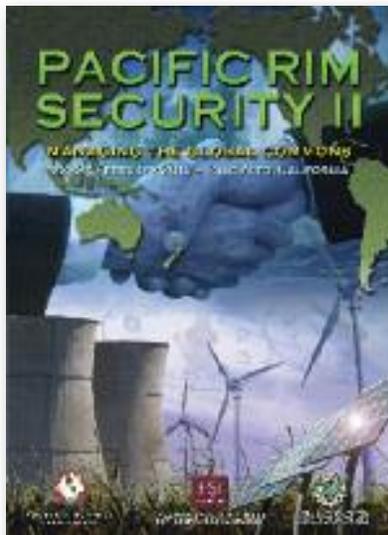
Pacific Rim Security II: Managing the Global Commons

Feb. 22-24, 2010 -- Stanford, California



PACRIM II was a high-level workshop led by former Secretary of Defense Dr. William Perry and co-hosted by APCSS in conjunction with the Center for Hemispheric Defense Studies and Stanford University's Freeman Spogli Institute. It brought together 22 senior officials of nine Pacific Rim countries from the security sector, the private sector, and academia to continue the discussion launched in 2009 by PACRIM I on common challenges and opportunities in the global commons facing nations of the region.

While PACRIM I focused more on security of the maritime domain, PACRIM II broadened the scope of discussion to include energy and environmental security, as well as the cyber domain and pandemic disease. Specific panel sessions were: "Nuclear Energy: Challenges and Opportunities," "Building Resilience in the Face of Transnational Threats," "Strengthening Regional Security Interfaces and Cooperation: U.S. Combatant Commander Perspectives," "Renewable Energy: Public-Private Cooperation," and "Future Issues in the Global Commons." The renowned keynote speakers and outstanding panelists combined with high-level participant from Asia and the Pacific Rim of the Americas produced great synergy which was reflected in the discussions over three days.



Dr. Perry closed the conference by highlighting the successes of PACRIM II, but cautioned there is no "one size fits all" solution. He also pointed out that the key to success in all these endeavors will be "greater international cooperation and collaboration."

One key metric for success in events of this sort are the follow-on activities they



generate and PACRIM II was quite successful in this regard as the event generated a high-level bilateral US-Russia dialogue on strategic nuclear issues to be held at Stanford in April 2011, as a follow up.

Tri-lateral Collaboration on HA/DR Information Sharing Workshop

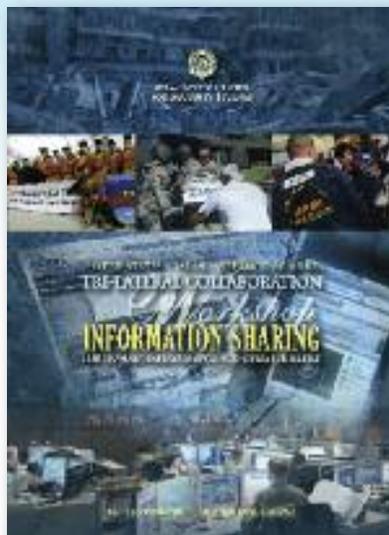
Apr. 14-16, 2010 – Honolulu, Hawaii

The Center hosted a workshop aimed at identifying ways to improve and expand coordination between the United States, Japan and the Republic of Korea during Humanitarian Assistance/Disaster Management activities. Held in April 2010, the workshop drew 38 participants from the three nations.

The workshop was an important event in the continuing evolution of the growing trust and confidence of the three nations in working together. Three days of in-depth, frank and friendly discussions led to deeper understanding of the complex issues involved in sharing information for disaster relief and a stronger commitment to continue to work on practical ways to make information sharing easier among these three important nations.

Discussions centered on five key questions: What information do we need to share to enhance understanding? What do we need others to know about our actions/intentions? Who do we need to share with? How do we share these kinds of information? What policy, technical and organizational issues are involved?

The workshop was not only multi-national but also whole-of-government focused with each nation sending representatives from a number of agencies to add richness to the discussion. For many of the participants this was the first time they had personally interacted with members of other agencies within their own government on both the functional issue of information sharing and the policy issues involved with tri-lateral collaboration.



The nature of information sharing is changing with modern technology, and one of the sub-goals of the workshop was to expose the participants to emerging tools for creating common understanding in a multinational setting. To that end, the workshop included a number of expert

presentations on uses of Internet-based portals for information sharing and operational collaboration; emerging ways to display data to enhance understanding; and unique needs and contributions of NGOs in information sharing.

The workshop also used a disaster scenario to help focus participant discussions on practical aspects of information sharing. Participants were enthusiastic about emerging technologies for sharing information and how those could be incorporated into individual nation's efforts for crisis response planning. Of particular interest was the notion of a collaborative, Internet-based portal such as the All Partners Area Network (APAN).

The workshop concluded with discussion of "Ways Ahead," practical recommendations to the nations and the Defense Tri-Lateral Talks for future consideration.

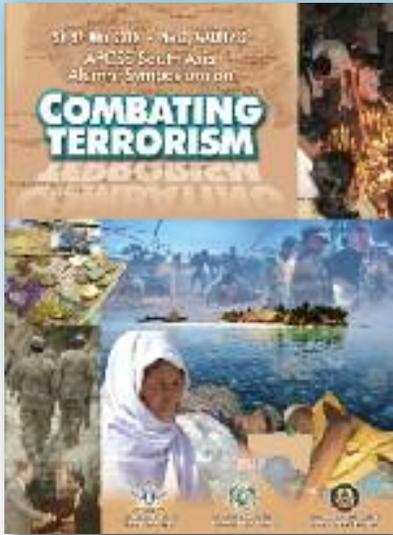
South Asia Alumni Symposium on Combating Terrorism

May 25-27, 2010 – Male, Maldives

APCSS co-hosted, with the Maldives National Defense Forces, a South Asia Alumni Symposium on Combating Terrorism in Male May 25-27, 2010. Attended by 53 practitioners and non-government experts, an excellent balance was struck with attendees being approximately 26% military, 17% police, 35% other government, and 22% others

(e.g., current/former parliamentarians, ministers, diplomats, academics, etc.). This event marked the first time all South Asian nations attended a U.S.-sponsored counter-terrorism (CT) event in South Asia and also had the highest-ever level of U.S. government participation of any Combating-Terrorism Fellowship Program (CTFP) event. U.S. Ambassador Patricia

Butenis from U.S. Embassy Colombo gave the opening remarks alongside Maldivian Foreign Minister Dr. Shaheed, and the Deputy Chief of Mission, Ms. Valerie Fowler, received the brief-backs at the end together with Maldivian Defense Minister Faisal. High-level U.S. Embassy participation most likely dramatically increased host-nation interest and support



for the event which was a key success factor.

As the first short-duration, mobile course/symposium attempted by APCSS, the symposium proved to be an exceptionally productive event enhancing national CT capacities, and building confidence, relationships, and networks to expand and sustain collaborative approaches to addressing terrorism in a critically significant region.

Experts from APCSS and several outside institutions gave presentations on a variety of terror-related topics such as border security, lessons from Mumbai, WMD terrorism, the role of the media, and the role of women in countering terrorism. As a complement, each of the seven national teams gave a presentation on one of these areas and how it affected their country. The resulting discussions were especially frank and useful.

The symposium concretely demonstrated the U.S. government commitment to



work with the region to address shared threats and challenges. Participants and representatives from the Government of Maldives welcomed this commitment, and in view of the next steps identified by participants, considerable scope exists for building on this initial effort. As one participant noted, "APCSS has done a terrific job in the South Asia region by inculcating a thought process that will go a long way in establishing peace and harmony in the region."

Finally, among the various recent CT activities by APCSS, this symposium has resulted in the most robust alumni discussions on APCSS Link.

Total workshop participants for CY10:	606+
Countries represented at APCSS conference:	89
# of Workshops/Conferences:	15
Pacific Rim Security II- Managing the Global Commons 10-14 Jan 10	22
Regional Security Discussions I: USA War College Int'l Fellows 12 Feb 10	57
Regional Security Discussions II: School of Advanced Military Studies 22-24 Feb 10	22
Regional Security Discussions III: Symposium on East Asia Security 3 Mar 10	32
Regional Security Discussions IV: Air War College 18 Mar 10	49
Tri-lateral Collaboration on HA/DR Information Sharing 13-16 Apr 10	38
Regional Center Directors' Round Table 11-12 May 10	38
APCSS South Asia Alumni Symposium on "Combating Terrorism" 25-27 May 10	53
APCSS-CAIFC Workshop 21-27 June 10	36
Security Sector Development II: National Priorities and Regional Approaches 16-20 Aug 10	32
Maritime Security in the Pacific Island Region: Securing the Maritime Commons for the 21st Century 13-17 Sep 10	51
The Interface of Science, Technology & Security 4-8 Oct 10	29
Maritime Security and Regional Cooperation in Northeast Asia 8-12 Nov 10	41
Philippine Outreach 17 Nov 10	60+
APCSS Comprehensive Crisis Management: The Strategic Impact of Media in Crisis Management 14-16 Dec 10	49

Regional Security Discussions: China

June 21-27, 2010 – Beijing & Shanghai, PRC

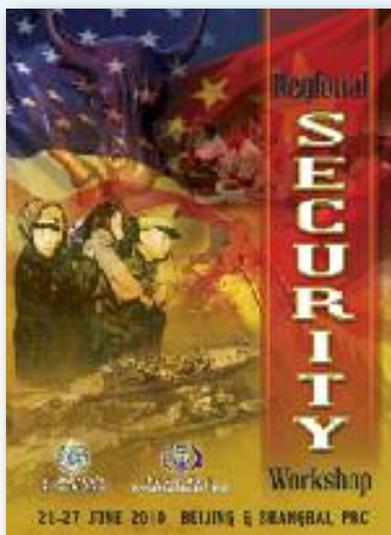


An APCSS faculty outreach team led by Director Lt. Gen. (Ret.) E. P. Smith, traveled to Beijing and Shanghai for Track II (academic institutions) regional security discussions June 21-27. Co-hosted by the China Association for International Friendly Contact (CAIFC), the discussions consisted of a two-day workshop in Beijing, an informal roundtable discussion at Tsinghua University and another in Shanghai.

The workshop was intended as both a confidence building measure, and as the first of a series of Track II events between APCSS and various Chinese academic institutions. Specific objectives included: Enhanced shared awareness and better understanding of five specific security challenges; and shared critical thinking and strategic listening on common cause issues that may contribute to improving various aspects of the U.S. and PRC security relationship.

Five specific security challenges were addressed: (1) U.S. and PRC policy in the Asia-Pacific region; (2) maritime security; (3) disaster management; (4) Northeast Asia security challenges emphasizing the Korean Peninsula; and (5) security mechanisms in the Asia-Pacific region.

APCSS Deputy Director James Hirai laid the groundwork for this outreach in mid-2009, when he and a select group of APCSS faculty met with senior China Association of Social Sciences (CASS) and China Institute of International Studies (CIIS) leadership to discuss the idea of collaborative discussions between APCSS and Chinese Track II institutions. In August 2009, Lt. Gen. Smith and a small



faculty team met with the U.S. Deputy Chief of Mission Robert Goldberg, the U.S. Country Team, and several senior Chinese officials for further collaboration.

“This workshop is demonstrative of a tangible, substantive Track II relationship between U.S. and China academic institutions,” said Carleton Cramer, APCSS Academic Chief of Staff and Outreach academic lead. *“The exchange of perspectives on five security challenges was immensely valuable in fostering understanding of issues of mutual concern. The workshop demonstrated the different perspectives of American and Chinese security academics and practitioners, on the same issues.”*

APCSS, in consultation with the Office of the Secretary of Defense Policy, U.S.



Pacific Command and the U.S. Embassy in Beijing, continues to explore future Track II outreach events. The next outreach event is scheduled for March 2011, to be conducted in both Beijing and Shanghai.

Security Sector Development: National Priorities and Regional Approaches

Aug 15-19, 2010 – Honolulu, Hawaii

The Security Sector Development workshop was attended by 32 participants, from senior security posts, from the Philippines, Mongolia, Sri Lanka, and the Maldives.

The purpose of the five-day workshop was to promote a common understanding of a security sector, its evolution, development and reform, considering expected transformations of the roles and responsibilities of security forces. Also invited to provide expert opinion, along with the Center's own faculty, were a senior member of the United Nation's Office of the Rule of Law and Security Institutions, a senior fellow at the US Institute of Peace (USIP), and a senior fellow at the Democratic Control of Armed Forces (DCAF) in Geneva.

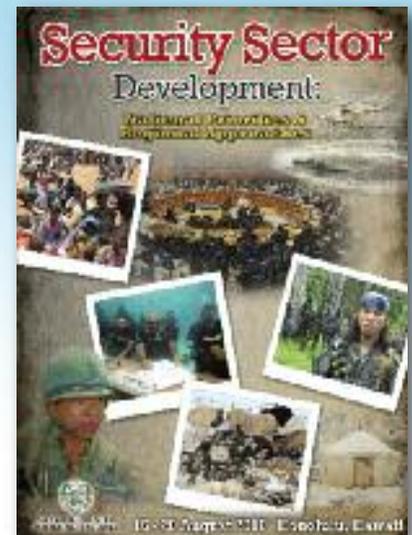
The participation of a diverse set of security practitioners within national cohort teams provided useful opportunities for sharing national experience and best practices, as well as developing recommended next steps for countries' security sector development. The workshop addressed the following areas: legal framework of the security sector; governance and management of the security sector; roles and responsibilities of military and policing functions; professionalism and accountability of the security forces; national security strategy development; mechanisms and methods



for effectively reforming elements of the security sectors.

In terms of outputs, the following was achieved: two of the delegations were able to set out the final pieces of an improved national security architecture and implementation strategy, both of which are currently moving into their Parliaments in 2011. Another was able to construct, and is in the process of implementing, a plan to institutionalize multi-sectoral, multi-stakeholder participation in security sector development to move beyond military-driven solutions to its internal conflict.

The final outputs from the delegations were remarkably productive in bringing about internally-driven changes to complex parts of their security sector portfolios.



Maritime Security in the Pacific Island Region: Securing the Maritime Commons for the 21st Century

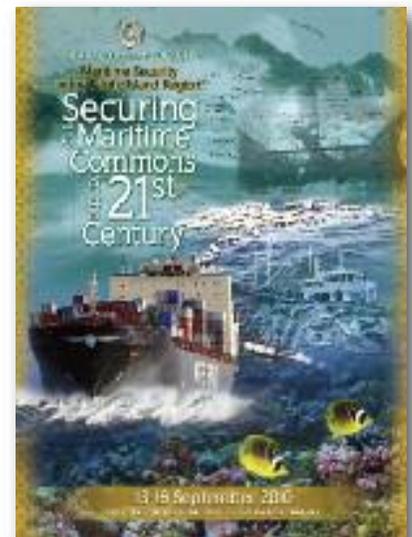
Sept. 13-16, 2010 – Honolulu, Hawaii

Leaders and security experts from the Pacific Island region gathered for a four-day workshop on "Maritime Security in the Pacific Island Region: Securing the Maritime Commons for the 21st Century" workshop held at APCSS.

These experts discussed a number of topics including: Defining the Maritime Commons in the Pacific Island Region; Challenges to the Security of the Maritime Commons in the Pacific Island Region; Regional Collaborative Approaches to Maritime Security: Opportunities for Enhancements; International Covenants and Maritime Security in the Pacific Island Region;

Capacity Building for a More Secure Maritime Commons in the Region; and Comparative Perspectives on Maritime Security in the Pacific Islands Region.

As a group they developed recommendations for next steps that regional governments and international organizations can take to further cooperation. Of note, improved coordination of enforcement operations was identified as a key priority to enhance maritime security in the region, as well as the urgent need for a comprehensive capability needs assessment, improvements in governance, deeper community engagement in maritime security initiatives,



and the need to leverage key regional and international meetings to raise awareness of Pacific Ocean security concerns. In a speech Mr. Tuiloma Neroni Slade, Secretary General, Pacific Islands Forum Secretariat said, “Given the character of the region and the magnitude of its ocean domain, maritime security is at the very essence of our national and regional security requirements. There are few security issues in the Pacific that matter which do not have some direct maritime security implications.

Mr. Slade concluded his remarks by highlighting the “absolute necessity and importance of maritime security to the sustainability and the stability of Pacific nations. The region faces significant threats which need to be addressed comprehensively and as effectively as can be managed. This calls for strengthened cooperation and



coordination in the collective effort of regional and partner countries.”

More than 50 participants from 24 nations and organizations attended the workshop. Participants were from a broad mix of backgrounds, including Defense,

Homeland Security, Foreign Affairs, Coast Guard, Police, Customs, Justice, Legislatures, non-government organizations, as well as regional organizations focused on the Pacific Islands region.

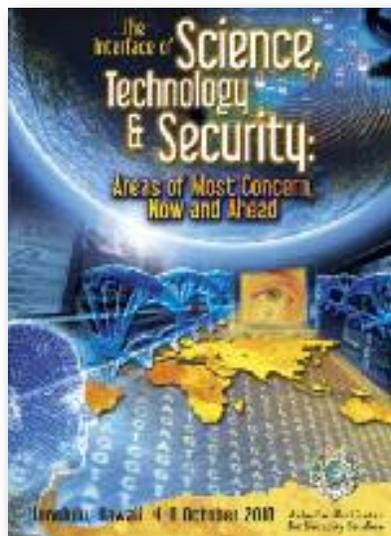
The Interface of Science, Technology and Security: Areas of Concern, Now and Ahead

Oct. 4-8, 2010 – Honolulu, Hawaii

The objectives of the Interface of Science, Technology and Security workshop were to identify and evaluate the most significant current and emerging S&T developments or phenomena that will have the most significant impact on international/Asia-Pacific security in the next 20 years; identify interagency, regional and global interface opportunities to prepare collaboratively for the impact of identified S&T developments and phenomena; and seek ways to strengthen the interface of S&T and security communities.

Participants identified initiatives/phenomena in cybersecurity, energy, biotechnology and the environment as having the most significant global impact in the next two decades and therefore the richest in collaborative opportunities. Moreover, they also pointed out the obvious gap that exists between the S&T and security communities which needs to be bridged in order to collaboratively prepare for the S&T initiatives/phenomena identified. The group endorsed a multi-stakeholder, interdisciplinary perspective to frame stakeholder collaboration.

The development of an agenda that would move the discussions forward centered on the following conceptual considerations:



shifting the mindset of stakeholders from 'independence' to 'interdependence'; the importance of context in understanding the S&T-security intersection; the deepening global/regional spill-over effects of S&T developments to the security environment; and a re-thinking of 'big' concepts including risk, vulnerability, adaptability, resilience, and disruptive innovations.

There were 29 participants representing 11 countries in the workshop. Among the key attendees were Dr. Arun Majumdar,

first director of the U.S. Advanced Research Projects Agency – Energy (ARPA-E); Dr. Siegfried S. Hecker, co-director of the Stanford University Center for International Security and Cooperation (CISCA) and Senior Fellow of the Freeman Spogli Institute for International Studies; and Dr. William S. Perry, former U.S. Secretary of Defense and currently Stanford University's Michael and Barbara Berberian Professor (at FSI and Engineering) and Co-director of the Preventive Defense Project at CISCA.



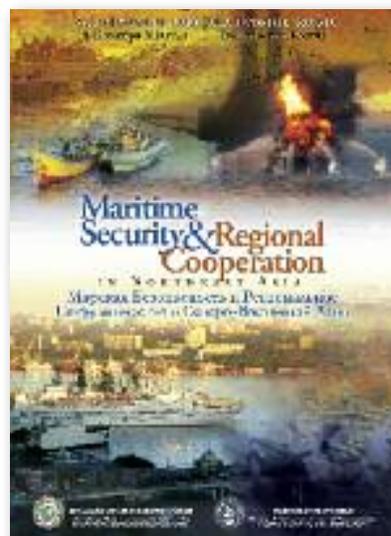
Maritime Security & Regional Cooperation in Northeast Asia

Nov. 8-12 2010 - Vladivostok, Russia

With this inaugural regional workshop, APCSS and its co-host, the Maritime State University in Vladivostok, took the first small but essential step in helping build shared awareness of the complexity and challenge of maritime security in this very challenging region. In November 2010, 41 distinguished participants from Canada, Japan, Mongolia, People's Republic of China and Hong Kong, Republic of Korea, Russia and the United States worked together to develop options to realize shared success against transnational maritime security challenges, while acknowledging current strategic realities.



In the final report, delegates concluded that ongoing traditional maritime security concerns, including jurisdictional, territorial and legal disputes backed by growing naval build-up, continue to undermine their ability to address important shared maritime security challenges. They acknowledged that their governments need to build mutual trust and confidence as a first priority, and underlined the importance of achieving quick but modest, operationally-focused successes in key issue areas to enable strategic-level progress in regional stability. Furthermore, this outreach culminated with the inauguration of a new APCSS Alumni Chapter for the Russian Far East.



Establishment of this regional Alumni chapter, the first of its kind, was an important step toward closer engagement of a strategic region exerting increasing influence over the Asia-Pacific security environment.

Overall, the workshop enhanced shared awareness and built confidence, relationships, and networks to expand and sustain collaborative approaches. Held in Vladivostok at the Maritime State University facility, the workshop also concretely demonstrated shared Russian



Lt. Gen. Ed Smith and Dr. Rouben Azizian are interviewed by local Russian media.



and U.S. commitment to work with the North Pacific to address maritime security challenges.

The Strategic Role of the Media in Comprehensive Crisis Management

Dec. 14-16, 2010 -- Jakarta, Indonesia

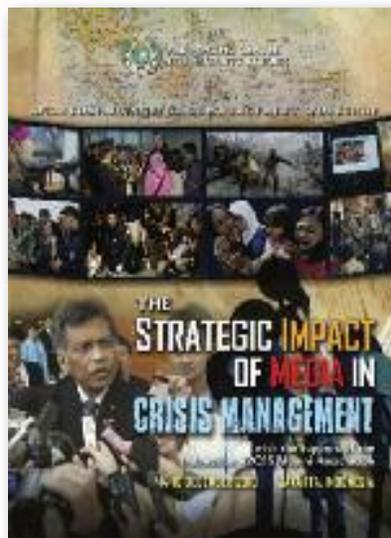


The Asia-Pacific Center for Security Studies conducted a workshop in Jakarta, Indonesia, which achieved transformational critical thinking among 49 media professionals and government crisis managers from 10 Southeast Asian nations (Indonesia, Thailand, Malaysia, Vietnam, Philippines, Cambodia, Lao PDR, Singapore, Brunei, and Timor Leste), on the strategic role of the media in comprehensive crisis management.

The three-day in-residence portion in Jakarta was integrated with a 30-day follow-on distance learning (DL) focused specifically on social media. Participants collaboratively identified actionable next steps for strategic collaboration including: (1) engaging media personnel in simulations and exercises on disaster preparedness and response, (2) involving the media in strategic planning in all phases of comprehensive crisis management, (3) establishing a program for pre-clearance of local and international journalists for expedited access to disaster sites, and (4) implementing effective training for journalists in ethical and comprehensive coverage of crises.

Participant feedback indicated that the country cohort grouping format was highly effective in learning best practices from other cultures and political systems, and the emphasis on transparency and honesty in discussions strengthened cooperation in comprehensive crisis management.

Additionally, there were 20 observers from the Indonesian military, police, government crisis agency, and civil society, as well as from the U.S. Embassy. Keynote speakers included Dr. Orlando Mercado, former



Philippine Permanent Representative to ASEAN; Mr. Jusuf Kalla, Director of the Indonesian Red Cross and former Vice President of Indonesia; Mr. Usman Watik, Director, Central Information Commission of Indonesia; and Mr. Djafar Assegaff, Corporate Advisor to Media Indonesia Group.



Led by Ambassador (Ret.) Lauren Kahea Moriarty, Dean of Academics at the Asia-Pacific Center for Security Studies, U.S. Ambassador to Indonesia, Mr. Scott Marciel, also attended the workshop.

APCSS FACULTY & PUBLICATIONS

includes journal articles, book chapters and op-ed pieces

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Dean of Academics
Amb. (Ret.) Lauren
Kahea Moriarty
moriartyl@apcss.org



Deputy Dean & Security
Sector Reform
Col. (Ret.) Dave
Shanahan, U.S. Army
shanahand@apcss.org
808-971-8945



Academic Chief of Staff
Terrorism/International Law
Capt. (Ret.) Carleton
Cramer, U.S. Navy
cramerc@apcss.org
808-971-8959



Program Manager -
Comprehensive Security
Development
Regional Organizations/
Security Sector Reform/
Eurasian Security
Rouben Azizian, Ph.D.
azizianr@apcss.org
808-564-5008



Program Manager -
Transnational Security &
Crisis Management,
Economics, Southeast Asia,
Pacific Islands
Alfred Oehlers, Ph.D.
oehlersa@apcss.org
808-971-8961



Foreign Policy Advisor
Diplomacy, SEA
Amb. (Ret.) Charles
Salmon
salmonc@apcss.org
808-971-8970



Economics, Adult
Education, Burma (Myanmar)
Miemie Byrd
byrdm@apcss.org
808-564-8972



Indonesia, Biosecurity
James Campbell, Ph.D.
(U.S. Navy Retired)
campbellj@apcss.org
808-971-8965



Military/International Law
Cmdr. H. Mario
DeOliveira, U.S. Navy
deoliveirah@apcss.org
808-971-8966



Disaster Management,
Humanitarian Assistance,
Human Security, Civil Societies
Jessica Ear, J.D.
earj@apcss.org
808-971-8987



Info Tech/StratCom
Herman “Butch”
Finley, Jr.
finleyh@apcss.org
808-971-8971



Japan
David Fouse, Ph.D.
foused@apcss.org
808-564-5039



Korea & Missile Defense
Maj. Daniel Hall,
U.S. Air Force
halld@apcss.org
808-971-4072



Islam, Identity Politics
and Culture
Taj Hashmi, Ph.D.
hashmit@apcss.org
808-971-4081



Environment/Science
Scott Hauger, Ph.D.
haugers@apcss.org
808-564-5036

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Japan, East Asia
Security/Foreign Policy
Jeffrey Hornung, Ph.D.
hornungj@apcss.org
808-971-8954



Korea
Steven Kim, Ph.D.
kims@apcss.org
808-971-4057



Terrorism
Lt. Col. David
Longbine, U.S. Army
longbined@apcss.org
808-564-5040



Asia Geopolitics &
Proliferation
Mohan Malik, Ph.D.
malikm@apcss.org
808-971-8954



Korea
Maj Brian Middleton,
U.S. Marine Corps
middletonb@apcss.org
808-971-8924



Southeast Asia, Terrorism
& Peacekeeping
Lt. Col. Michael
Mollohan,
U.S. Marine Corps
mollohanm@apcss.org
808-971-8952



Transnational Security
Col. Stephen Myers,
U.S. Army
myerss@apcss.org
808-971-5072



International Law, Security
Sector Development,
International Organization
Justin Nankivell, Ph.D.
nankivellj@apcss.org
808-971-8957



Maritime Security,
Afghanistan Stabilization
Kerry Lynn Nankivell
nankivellk@apcss.org
808-564-5011

Quoted in

Dr. Mohan Malik was quoted in the (Canadian) National Post article by Peter Goodspeed *"Goodspeed Analysis: India and China talk trade deals and friendship, but they are bitter rivals"*.

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Dean Lauren Kahea Moriarty discussed getting ready for APEC.

Dr. David Fouse discussed "Issues for Engagement."

Dr. Rouben Azizian discussed Russia.

Dr. Steven Kim discussed mounting tensions on the Korean Peninsula.

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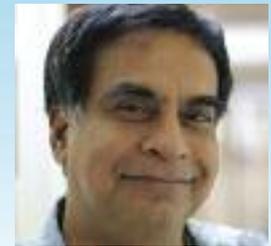
Peacekeeping
Tom Peterman
petermant@apcss.org
808-971-8969



Southeast Asia
Lt. Col. Ronald Sargent,
U.S. Army
sargentr@apcss.org
808-971-4054



Aviation Security &
International Relations
Cmdr. P.J. Tech,
U.S. Navy
techp@apcss.org
808-971-8977



Terrorism, Media & Conflict,
South Asia
Shyamsunder Tekwani
tekwani@apcss.org
808-971-8995



Maritime Security
**Cmdr. Christopher
van Avery,** U.S. Navy
vanaveryc@apcss.org
808-564-5067



Geopolitics, Soft Power,
Asian Security, Southeast Asia
Alexander Vuving, Ph.D.
vuvinga@apcss.org
808-564-5020



Science & Technology
Virginia Watson, Ph.D.
watsonv@apcss.org
808-971-8927



Weapons of Mass Destruction,
Security Sector Development
William Wieninger,
Ph.D.
wieningerw@apcss.org
808-971-8990

INFRASTRUCTURE AHEAD



Breaking ground for a new wing: Dean Lauren Kabea Moriarty, Maj. Gen. Peter S. Pawling, Senator Daniel Inouye, Lt. Gen. (Ret.) E.P. Smith, Senator Daniel Akaka, and Dean of Business Ops & Admissions Mr. Dick Sears.

Building upon unprecedented improvements to campus infrastructure made during the previous two years, APCSS continued to evolve and manage its state-of-the-art infrastructure in support of all organizational activities. Basing all 2010 projects on unfunded requests in order to maximize resources to our academic and outreach programs, APCSS' infrastructure improvements focused on mission-support, sustainability and recapitalization.

On Sept. 2, 2010 and in conjunction with APCSS' 15th Anniversary, Senators Inouye and Akaka led the ground-breaking ceremony for APCSS' future 10,333 sq ft, \$12.77M C-Wing. Stressing functionality, sustainability and sensitivity to historical and cultural realities of the local area, an APCSS-U.S. Army Corps of Engineers team completed the 95% design and the project was successfully bid out to Sumo-

Nan, LLC, an 8A company based in Honolulu, Hawaii. Following detailed coordination with the State Historical Preservation Division and U.S. Army Garrison-Hawaii, the project is on track for completion in mid-2012 with construction commencing in January 2011.

In addition to pressing forward with construction of C-Wing, APCSS completed and/or started a number of other projects to ensure its ability to continue to provide educational and informational technology, support and technical services that enable effective business practices and connect to global audiences. Having already made significant advances in 2009, our Information Technology and Facilities Management staff continued with software and hardware upgrades to essential server and PBX telecommunications systems.

Of note, APCSS operationalized a SharePoint 2007 server on one of its two area networks. Phase 1 of a larger Enterprise Knowledge Management System (EKMS), SharePoint 2007 provides improved information sharing, calendaring, task management, collaboration, content management and internet development capabilities that benefit the entire organization. While initial focus is on improving calendaring, task management and content management capabilities, APCSS will be leveraging SharePoint's workflow feature in order to gain efficiencies by automating selective manual processes.

The installation of new wireless routers across the campus expanded the "information umbrella" for faculty, staff and Fellows by increasing the availability and reliability of wireless internet connectivity and access to APCSS' second and commercially-based network. In the auditorium, plenary area capability was further enhanced with the installation of six large and portable LCD-displays and wireless microphones, essential for the execution of effective conferences and workshops "in the round."

Another notable project completed in 2010 was the installation of an 800KW emergency generator. The generator, which activates automatically when commercial power is lost, is capable of providing 100% of our current power requirements and, when C-Wing is completed in 2012, will satisfy power requirements for the entire three-wing APCSS campus if commercial power is lost.

Closing out 2010, APCSS embarked upon a month-long project to resurface and reroof the central lanai, an area used extensively for group events in support of all in-residence courses, workshops and conferences. Started in December 2010 with completion in January 2011, this project, coupled with the mid-year refinishing of the lanai's weathered-wooden furniture and installation of soundproofing, ensures APCSS has a world-class outdoor venue to support programs and requirements well into the future.

LEVERAGING SOCIAL NETWORKS

Follow APCSS

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The Asia-Pacific Center for Security Studies' presence on the web continues to expand with the updating of our public website. This site, which received 60,000-80,000 visitors per month, provides up-to-date information for incoming Fellows, Alumni as well as to the general public. The Library section and Faculty Publications continue to be popular with our Fellows and academics from other educational institutes.

The new public website allows us to post stories to our public website which is then automatically posted to both our Facebook page and our Twitter account.

Even with little advertising, APCSS saw significant growth in the number of people using these sites. Traffic on both sites increased by 50% over the previous year. By the end of 2010, the Facebook site was reaching more than 700 friends and fans. We also had 270 Followers on Twitter and were followed on 32 lists. These numbers continue to climb each week.

APCSS' YouTube account was established as a means of sharing animated videos of our new construction plans with our



neighbors in Waikiki. We also took advantage of the site to share video from our special 15th Anniversary celebration.

Using social networks is an effective way for us to stay connected with our alumni and partners throughout the region. Our hope is that it helps keep alumni connected with each other and also offers a link into our password-protected portals – APCSSLink and APAN – where the conversations can be deeper and larger information files can be shared among alumni with the goal of continuing to enhance cooperation among security practitioners.

2010 FEDERAL EXECUTIVE BOARD AWARDS

Each year the Federal Executive Board (Pacific Region) recognizes government employees and teams for outstanding performance. During the 54th Annual Excellence In Federal Government Awards Luncheon held on April 29, 2010, the following APCSS Team and individuals received awards:

(photos in order counter-clockwise left to right)

Team Excellence:

Resource Management Team

Federal Employee of the Year

(Clerical/Assistant):

Ms. Sharlyn Fahl *(not pictured)*

Federal Employee of the Year

(Professional/Admin/Tech):

Ms. Yvonne Yoshioka *(far left)*

Federal Supervisor of the Year/ Manager of the Year: **Ms. Mary Markovinic** *(not pictured)*

Leader of the Year:

Maj. Brian S. Middleton, USMC

Exceptional Community Service:

Ms. Cherrielynn Kamahele

Mentor of the Year:

Mr. Clifton Johnson





ASIA-PACIFIC CENTER FOR SECURITY STUDIES

FACT SHEET

OUTREACH

- Conferences/Workshops** 150
- Attendees since 1995** 8,000+ from 91 countries
- Special Courses:**
 - Malaysia Outreach: 27
 - Cross-Regional Cooperation: 27
 - HDAC Outreach: 9
 - Pacific Rim Security I & II: 40
 - Timor-Leste Workshop: 17
 - CSRT Outreach in Cambodia: 37
 - Security Sector Development: 22
 - South Asia Symposium on Combatting Terrorism (Maldives): . 53
 - Maritime Security (Vladivostok): 41



RESIDENT COURSES

- Advanced Security Cooperation (ASC)**
 - 38 Classes
 - 2,578 Fellows
 - 57 countries
 - LTC/COL/BG/civilian equivalent
 - since September 1996
- Transnational Security Cooperation (TSC)**
 - 24 Courses
 - 493 Fellows
 - 40 countries
 - 3 int'l organizations
 - General officer/vice-ministerial level
 - since August 1999
- Comprehensive Security Responses to Terrorism (CSRT)**
 - 13 Courses • 727 Fellows • 70 countries
 - since April 2004
- Comprehensive Crisis Management (CCM)**
 - 8 Courses • 405 Fellows • 56 countries
 - since August 2006
- Asia-Pacific Orientation Course (APOC)**
 - 11 Courses • 929 Fellows • 15 countries
 - since March 2007
- Senior Asia-Pacific Orientation Course (SEAPOC)**
 - 3 courses • 33 Fellows
 - since September 2008
- Junior Executive Course (JEC)**
 - 6 courses • 134 Fellows

Total Alumni: 5,479

ALUMNI

Alumni Associations (51)

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

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

Alumni in senior positions

- President/PM (2)
- Vice President/Deputy PM (3)
- Minister/Deputy Minister (25)
- Ambassador (83)
- Chief or Deputy Chief of Defense (15)
- Chief or Deputy Chief of Service (42)
- Cabinet or Parliament appointment (35)
- Advisor to Pres/King/Cabinet (21)



Asia-Pacific Center for Security Studies

as of December 30, 2010

Office of the Director

Director Lt. Gen. (Ret.) Edwin P. Smith, U.S. Army
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College of Security Studies

Dean Amb. (Ret.) Lauren Kahea Moriarty
 Deputy Dean Col. (Ret.) David Shanahan, U.S. Army
 Academic Chief of Staff. Capt. (Ret.) Carleton Cramer, U.S. Navy

Program Managers

Program Manager for Comprehensive Security Development (CSD) Dr. Rouben Azizian
 Program Manager for Transnational Security and Crisis Management (TSCM) Dr. Alfred Oehlers

Admissions & Business Operations

Dean Capt. (Ret.) Richard Sears, U.S. Navy

Admissions

Chief Lt. Col. (Ret.) Tom Patykula, U.S. Army
 Registrar Maj. Mike Craighead, U.S. Marine Corps
 Alumni Lt. Col. (Ret.) John Gasner, U.S. Air Force

Email: AdmissionsDept@apcss.org
AlumniDivision@apcss.org

Resource Management Dept Cmdr. Thomas Marszalek, U.S. Navy
 Procurement & Supply Division Lt. Cmdr. Damian Clem
 Facilities Division Mr. Mike Hogan

Budget & Accounting Division Mr. Raymond Potts
 Travel Division Mr. Clifton Johnson
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Editorial Board

Ms. Mary Markovinovic Mr. Mike Daniels Dr. Rouben Azizian Capt. Emily Dignan
 Ms. Jo Gardiner Lt. Col. (Ret.) John Gasner Dr. Alfred Oehlers

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

APCSS works closely with the Department of State and the U.S. embassies within the region to coordinate recruitment of Fellows, conduct workshops and mini-courses, and help nations build capacity.

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

This publication is produced by the Asia-Pacific Center for Security Studies, Public Affairs Office. Questions or comments can be addressed by phone (808) 971-8916 or via email to pao@apcss.org.
 Asia-Pacific Center for Security Studies 2058 Maluhia Road Honolulu, HI 96815



Building capacities and communities of interest by educating, connecting, and empowering security practitioners to advance Asia-Pacific security.

Asia-Pacific Center for Security Studies
2058 Maluhia Road
Honolulu, Hawaii 96815-1949