Director's Message

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Amb. (Ret.) Lauren Kahea Moriarty
Amb. (Ret.) Charles B. Salmon Jr.
Dean of Business Operations
Capt. (Ret.) Richard Sears

My First Year:
Newcomer's Observations

By Lt. Gen. (Ret.) Dan Leaf

I had the honor of becoming the Director, APCSS in January 2012. I thought that I knew the Center well from my time as the Deputy Commander, U.S. Pacific Command, and from interaction while I was in the defense industry. That was true enough; I had sufficient information to take the position knowing that it would be richly challenging and rewarding to be on a great team doing worthy work. But I found there was much I did not know.

This report details the activities and impact of the team's efforts in 2012, so I will merely highlight what I learned during this first year about what we do.

First, since establishment in 1995, APCSS has developed and continually refined a very coherent business model. The military, civilian, and contract members of the staff and faculty take a comprehensive approach to Educate, Connect and Empower our course Fellows and workshop Participants. High quality academic presentations, vibrant seminar sessions, and practical application in our courses are all favored with fellowship and Aloha to truly transform the Fellows by the time they complete their APCSS experience. That same approach is used in our workshops in Hawaii and around the globe to deliver substantial learning and behavioral outcomes very efficiently.

The next area where my prior knowledge was insufficient was in the practical value of the APCSS educational experience. I tell Fellows at the outset of their course that on their first day back at work, they will be able to do their current jobs better than before. I do not make that statement lightly – I have been surprised at the practical value of our executive education. Problem-solving, negotiation, and decision-making skills are all enhanced through our approach and the faculty's expertise.

Finally, my interaction in the Center and around the world during travel to China, Thailand, Cambodia, Burma, Indonesia, the Marshall Islands, and Austria have let me hear testimonials first and second hand from our alumni and the other security professionals APCSS has touched. This insight amplifies the metrics we capture to report our work, and has led me to conclude that in the final analysis, the Asia-Pacific Center for Security Studies changes the world by promoting the Rule of Law and effective governance of security sectors around the globe. That is a very bold statement, but it is not a boast. When an alum says that he was able to lead the resettlement of 500,000 people after an earthquake thanks to the Comprehensive Crisis Management course, or another admits that the experience in the Advanced Security Cooperation Course made him resist the call to lead a coup after returning home, or yet another says that the transparent and mutually respectful environment at the Center enhanced his appreciation of the nature of terrorism and recognize what changes must be made in his own society – I see those as world-changing outcomes.

As I noted, that isn't a boastful claim; "We Change the World" includes a very broad concept of "we." Our staff and faculty are superb, but we could not succeed without the strong support of U.S. Pacific Command, the team at OSD-Policy and our administrative headquarters, the Defense Security Cooperation Agency. We are equally reliant on the good graces of our very supportive Honolulu community. Without the extraordinary efforts of the U.S. country teams in embassies around the world, we would not have the convening power to draw Fellows and Participants of world-changing quality. Finally – those Fellows and Participants are the real magic. We are able to convene courses and workshops with talented and committed professionals spanning the security spectrum who are eager to learn and able to teach as they do.

The APCSS Ohana (family) will continue to strive to change the world, making it more peaceful, stable and secure through collaborative and effective security governance in 2013. We will build on past work with emphasis on inclusion, emerging areas of interest including water and cyber security, and other urgent and important issues where APCSS is uniquely suited to be an effective agent of positive change.
Measuring APCS Executive Education Program Success

Initial Results of the 2012 Alumni Survey

As with most educational institutions, the Asia-Pacific Center for Security Studies is constantly looking for ways to measure success of our academic programs. To assist in the effort, APCS, along with other Department of Defense Regional Centers, has adopted the Kirkpatrick Model for measuring the success of our executive education programs. The Kirkpatrick Model has four levels where success is determined. These levels are as follows:

1. Reaction: Participants’ initial response to the program
2. Learning: The extent knowledge, skills and abilities were increased
3. Transfer: Changes in behavior due to the executive education program
4. Results: Outcomes based on the application of knowledge, skills and abilities

Top Level Data. The APCS 2012 Alumni Survey was sent to an estimated 4,000 alumni from the classes held 1996 to 2011. Fifty responses were received from individuals from 22 countries/territories, to include some from outside of the Asia-Pacific region. Their locations included Afghanistan, Bangladesh, Canada, Fiji, India, Indonesia, Lebanon, Madagascar, Malaysia, Mongolia, Nepal, New Zealand, North Mariana Islands, Philippines, Russia, South Africa, Sri Lanka, Taiwan, Thailand, Turkey and the United States.

Survey participants were graduates of the following courses: Advanced Security Cooperation/Executive Course, Asia-Pacific Orientation Course, Transnational Security Cooperation/Senior Executive Course, Comprehensive Security Responses to Terrorism Course, Comprehensive Crisis Management Course, and Senior Executive Asia-Pacific Orientation Courses as well as our alumni generating workshops. These courses were held between 2000 - 2011 with the majority having attended APCS 2011, 2010 or 2006.

While the response rate was lower than past surveys, when comparing the 2012 survey to the 2008 survey, the overall percentages were in line with previous surveys.

Level I - Reaction. Participant satisfaction level is usually gauged at the immediate end of a course. APCS utilizes an end-of-course survey that questions, “How likely are you to recommend an APCS program to a colleague?” Combined results for programs conducted in 2012 demonstrated a nearly unanimous intention to recommend APCS to others: 95%. Beyond these immediate results at the end of the course or workshop, how would Alumni answer this question months or even years after their APCS experience?

A number of participants specifically stated that they recommended Fellow's attendance to APCSS courses in the future or that their course feedback positively impacted future attendance by their country/organization.

"The Director of the CNMI (Commonwealth of the Northern Mariana Islands) Office of Homeland Security is committed to assist in funding attendees from public safety, emergency management and other agencies so that they may be able to attend, learn and network with their counterparts in the USA and the pacific regions"

"Being in the Training Division, I had provided a detailed report on the various facets of the course. This helped in prompting feedback report on other courses from previous participants and which enhanced understanding of other courses. It has been decided that my Government would avail all the required vacancies offered by APCS for different courses."

For a majority of alumni, reaction to the APCSS experience is still positive months and even years after attending the courses. In response, one alumni stated, “The wealth of knowledge and expertise imparted to the participants in a variety of courses, through both the learning and interactive components of each course, have greatly impacted my career and contributed to improving cooperative security.”

Others stated: “The course has tremendously enhanced my knowledge and helped in honing my skills. I am implementing it in my day to day affairs, wherever possible. Would love to be a part of the APCS program in future as well.”

"APCSS... I helped in sensitizing me about the global challenges being faced today by different nations. 2.adopting a holistic approach in problem solving. 3. Improved knowledge and skills. 4. Further enhanced the significance of quality in the life of mankind.”

"APCSS assisted my specialist security development from personal development/confidence boost through to actual working techniques, especially in driving projects forwards and achieving outcomes, such as the border profiling project for 2011 and the current C-IED project. Apart from a remote learning certificate gained I have not received any CT training elsewhere such as that I obtained from CSRT 2010.”

In terms of comparison to other professional development programs, survey participants rated APCS programs as a “10 out of 10,” 18 percent rated it as “9 out of 10” and 42 percent rated it as “8 out of 10.”

None of the respondents rated the program below 5 out of 10.

The main reasons why many would recommend the courses were the comprehensive knowledge of traditional and nontraditional security issues and the building of new professional and personal, across the region.

Level II - Learning. When looking to measure if learning took place during the duration of a course, most institutions administer tests in some manner. Due to the duration of the courses and the numerous topics covered, APCS elects to base a level of learning by asking Fellows to gauge their level of knowledge in an end-of-course survey. APCS also looks at other means to determine if alumni have applied the knowledge and skills they learned once they return to their countries, such as completion of their Fellows Projects initiated while at APCS. The chart on the previous page (Figure 1) identifies a wide range of the knowledge, skills, perspectives, and networks that were acquired while at APCS and used after the Alumni returned home to their countries.

Positive confirmation of increased knowledge, skills and abilities was seen in numerous responses from Alumni once they returned to their countries. Routinely, alumni stated their knowledge of security was enhanced and they have been able to view the spectrum of security in new dimensions. Others relayed they have a better understanding of the way other countries address security challenges, whether unilaterally or with the assistance of others.

Level III - Transfer. The focus at Level III is not necessarily on the results, but rather the application. Alumni were asked to provide some of the actions they pursued based on the knowledge, skills, perspectives and networks gained at APCS. The two areas with a large number of responses included “Introduced new ideas and knowledge...” and “Discussed/explained U.S. policy,” as demonstrated in Figure 1. Figure 2 reflects the areas or domains in which alumni applied what they gained at APCS. Sharing knowledge with other, whether about U.S. policy or other security aspects, increases the influence of APCS in the region. Another action appearing to routinely occur is the discussion of APCS program attendance with co-workers. This action also relates directly back to the Level I measure.

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Figure 1. In which areas do you feel you have used the knowledge, skills, perspectives, or networks gained at the APCSS?

Figure 2. In which areas have you used what you have individually used the knowledge, skills, perspectives, or networks you gained at the APCSS to do any of the following? (select all that apply)
SSD: A key to national well-being and effective security cooperation

By Dr. Rouben Azizian

The 21st Century is witnessing a large scale transformation in the character of security issues and challenges and a substantive widening and deepening of the concept of security. The non-military security issues - political, economic, societal, environmental and other, are now broadly accepted as component parts of a meaningful security agenda. Less obvious and much debated, however, is the definition of the roles of responsibilities of various national agencies and the composition of the countries’ security sector. The security sector development (SSD) has emerged as a key concept, which refers to a plethora of issues and activities related to the transformation of the elements of the public sector charged with the provision of external and internal security. While security sector development is a common challenge for all states, large or small, developed or developing, each country has its own unique historic, cultural, socio-economic and political features and security priorities shaping the development of its security sector. The focus of SSD thus varies from long-term cases of structural optimization to immediate requirements of post-conflict reconstruction and nation-building. There is therefore no template for security sector development. At the same time, national security sector development can benefit from international best practices and often directly depends on international support and cooperation.

The security sector development has a regional context too. SSD in the Asia-Pacific region has seen some progress as well as retreat. Civilian control of the security forces is often weak and ineffective. The security sector composition lacks diversity, inclusion and gender balance. The division of labor between military and police remains unclear and problematic. At the same time, there has been notable progress in a number of Asia-Pacific countries in terms of promoting rule of law and security sector legislation, in residence courses and electives. In 2012, for example, APCSS co-hosted a workshop for senior Indonesian security officials in Jakarta entitled “Building Consensus On Priorities In National Security Sector Development.” One of the most effective outcomes of the Center’s SSD activities in the region has been the formation of SSD Core Groups in a number of countries. The Core Groups represent various political platforms, government structures and civil society organizations and regularly produce ideas and recommendations on next steps in security sector development.

Since 2006, APCSS has been actively engaged in facilitating regional efforts in security sector development through bilateral and multilateral SSD workshops, in residence courses and electives. In 2012, for example, APCSS co-hosted a workshop for senior Indonesian security officials in Jakarta entitled “Building Consensus On Priorities In National Security Sector Development.” One of the most effective outcomes of the Center’s SSD activities in the region has been the formation of SSD Core Groups in a number of countries. The Core Groups represent various political platforms, government structures and civil society organizations and regularly produce ideas and recommendations on next steps in security sector development.

By Dr. Lori Forman

United Nations Security Council Resolution 1325 calls on members to take measurable steps to promote and institutionalize the inclusion of women in four key areas: participation, access to relief/recovery, protection from violence, and conflict prevention. Since the adoption of the resolution, 40 nations and organizations have developed national action plans on women, peace and security. APCSS has taken proactive steps to expand gender-related perspectives in our resident courses through curriculum modifications and the recruitment of Women, Peace and Security (WPS) Fellows. These efforts have returned palpable results, and highlight the value of inclusion in building effective security sectors.

No sector of government can achieve a standard of effectiveness if a significant portion of the population is excluded. A considerable body of evidence indicates that countries with higher levels of gender equality and effective involvement of women are more economically productive, more stable, and safer places to live. The participation of whole-of-society is fundamental to good, effective governance. Bringing more comprehensive representation into national and regional security dialogues within the Asia-Pacific region will improve governance, benefit people and nations, and reduce the potential for conflict. Participants include both men and women. Expanding the role and impact of women in security is not a women’s issue, but an essential part of achieving the goals of good governance and effective leadership. Both men and women must contribute to these goals: success is found through mutual deliberation of the issues and joint development of the recommendations. Selected participants from the region discuss this topic from national, sub-regional, and region-wide perspectives. Key considerations and opportunities to build effective security sectors in Asia-Pacific through the inclusion of diverse viewpoints and perspectives are elements in all APCSS courses and workshops.

This is an opportunity to understand and articulate the case for increasing inclusion as a vital element of effective security sectors by asking the questions: In an increasingly globalized and complex world, what is the relevant definition of the “security sector”? In which of these security fields is the impact of women’s perspectives being felt, and where does work remain to be done? What has been tried, succeeded and failed? What impediments exist to expanding inclusion? Given the data consistently supporting the importance of women, why do these impediments persist? What actions should be taken – nationally and regionally – to expand inclusion of diverse perspectives, build effective security sectors, and enhance good governance throughout the region? The way ahead for WPS at APCSS focuses on inclusion as a value rather than a topic, strengthens the focus on Fellows, upgrades and integrates our course content, and relies on a whole-of-Center team approach to generate these desired results.
Rebalancing to the Asia-Pacific

By Dr. Lori Forman

Regional interest in the U.S. strategic rebalance served as the impetus to create a venue to examine the context, intent and implications of the rebalance effort to the Asia-Pacific region. Workshop attendees included select participants from governments in the region generally at the flag officer and deputy assistant secretary level or higher; subject matter experts from academia, media, and private sector; and designated U.S. defense and diplomatic officials. A total of 32 participants (7 U.S., 25 non-U.S.) from Australia, Bangladesh, China, India, Indonesia, Japan, Republic of Korea, Malaysia, New Zealand, Pakistan, Philippines, Singapore, Thailand, and Vietnam attended. Regional organizations included ASEAN, Shanghai Cooperation Organization, and Pacific Islands Forum. It is important to note: China and India participants were not government officials.

This workshop provided the opportunity to discuss the “what” and the “why” of the rebalance from the perspectives of defense, economics and diplomacy. As other countries rebalance to and within Asia, the workshop enabled discussion on cooperative efforts and how associated actions affect the U.S. effort. Participants also considered second-order actions and perceptions of defense, economics and diplomacy. As other countries rebalance efforts.

APCSS hosted 32 participants at the rebalance workshop held in October 2012. This workshop implemented the guidance for a regional center workshop on an OSD(P) designated topic and directly supported implementation of the January 2012 U.S. Defense Strategic Guidance.

APCSS outcomes for this workshop included: 1) Achieving an expanded U.S. and international understanding of the rebalancing strategy through examination of the historical context, regional perspectives, current situation and actions to implement; 2) Serving as a vehicle to inform the actions and decisions of U.S. policy makers and officials; 3) Initiating an on-going dialogue to enable communication, collaboration and, where appropriate, participation of regional nations in rebalance efforts. The workshop was well received as a rare opportunity to informally and frankly discuss a significant security issue among a diverse set of well-informed colleagues.

Advanced Security Cooperation (ASC) Course

The five week ASC course is designed to advance knowledge, skills and networks related to multilateral security cooperation in the Asia-Pacific Region among mid-career security practitioners representing national government agencies and other influential regional and national entities. It stimulates strategic analysis and understanding of major security trends and challenges in the region, surveys available and desirable tools and processes that help mitigate challenges, and identifies requirements for developing adequate national security sector capabilities to support regional efforts of confidence-building, preventive diplomacy, conflict resolution and crisis management. Additionally, the course seeks to enhance individual leader skills in critical thinking, communication, collaboration and decision-making in complex multinational and culturally diverse environments.

Comprehensive Security Responses to Terrorism (CRST) Course

The four-week CRST course provides a basic orientation on trends and current issues shaping the Asia-Pacific security environment, equipping Senior Fellows with policy and cultural perspectives important for interaction and engagement with Asia-Pacific nations. By design, this course directly supports the U.S. Pacific Command by providing its senior staff and supporting components an educational environment to create a foundation of knowledge or build upon already existing Asia-Pacific experiences.

Comprehensive Crisis Management (CCM) Course

The four-week CCM course takes a comprehensive approach to conflict/complex emergency operations and activities. Course content focuses on three broad topic areas: (1) pre-crisis condition-setting, (2) post-crisis transitions, and (3) post-crisis reconstruction. The course addresses basic definitions and types of stability operations, coalition building and approaches to security issues of common concern.

Senior Executive Asia-Pacific Orientation Course (SEAPOC) Course

The one-week SEAPOC course provides an introduction to Asia-Pacific culture, politics, protocols and challenges, while addressing U.S. interests in the region. The curriculum broadly examines: Security Foundations, Regional Security Perspectives, Country Specific Issues, Regional Cooperation on Interstate Challenges, and Regional Responses to Transnational Challenges. Attention is given to both historical and emerging issues. A shorter mobile version of this course is also offered at least once per year.

Asia-Pacific Orientation Course (APOC)

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Transnational Security Cooperation (TSC) Course

The one-week TSC course is an intensive program for current leaders and comprises 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 the evolving roles and capabilities of security practitioners. Through a challenging program of interactive workshops, small group breakouts and exercise scenarios, senior fellows share perspectives and develop cooperative approaches to security issues of common concern.

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Senior Executive Asia-Pacific Orientation Course (SEAPOC) Course

This three-day course provides a basic orientation on trends and current issues shaping the Asia-Pacific security environment, equipping Senior Fellows with policy and cultural perspectives important for interaction and engagement with Asia-Pacific nations. By design, this course directly supports the U.S. Pacific Command by providing its senior staff and supporting components an educational environment to create a foundation of knowledge or build upon already existing Asia-Pacific experiences.

Comprehensive Security Responses to Terrorism (CRST) Course

The four-week CRST course provides key 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 to cooperate with other regional nations. The course is designed to build relationships between and among the United States and current and futurecounterterrorism practitioners of participating countries, develop the trust and confidence necessary for increased information sharing, and identify ways to reduce obstacles to cooperation in the international struggle against those who use terror to promote their goals.

Comprehensive Crisis Management (CCM) Course

The four-week CCM course takes a comprehensive approach to conflict/complex emergency operations and activities. Course content focuses on three broad topic areas: (1) pre-crisis condition-setting, (2) post-crisis transitions, and (3) post-crisis reconstruction. The course addresses basic definitions and types of stability operations, coalition building and approach to security issues of common concern. The course is designed to impart vital knowledge as well as to develop leadership skills and frameworks in order to improve the effectiveness of CCM practitioners.
Two iterations of the Senior Executive Course: Transnational Security Cooperation were held during 2012.

The first session as held in June 2012 and included 27 senior executives from 24 locations and one international organization. They included military and civilian Fellows from Afghanistan, Australia, Cambodia, Canada, China, Fiji, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Nepal, New Zealand, Pakistan, Philippines, Republic of Korea, Russia, Sri Lanka, Taiwan and Vietnam, as well as the Association of Southeast Asian Nations and the Asia Foundation.

The December course included 25 military and civilian Fellows from 24 locations including Afghanistan, Australia, Bangladesh, Cambodia, Canada, China, Hong Kong, Indonesia, Japan, Malaysia, Maldives, Mongolia, Nepal, New Zealand, Pakistan, Philippines, Russia, Samoa, Singapore, Republic of Korea, Sri Lanka, Thailand, the United States and Vietnam.

The course is an intensive program for current and future senior regional leaders; military officers at the one-to-four-star levels, as well as their civil-ian equivalents from the Asia-Pacific region. The curriculum emphasizes the impact of current and future change in the region, as impacted by regional and global security threats.

The course includes guest speakers, interactive seminar workshop scenarios addressing complicated transnational threats and discussions with senior U.S. Pacific Command officials, all intended to share perspectives and further identify cooperative approaches to transnational security issues of common concern.

Figure 3 Shows a comparison of the impressions Fellows had of the rebalance to the Asia-Pacific region.

Figure 4 shows how TSC Fellows rated the improvement of their abilities after attending the course.
Asia-Pacific Orientation Course

As the United States rebalances its focus on the Asia-Pacific, there is greater demand for information on issues in the Asia-Pacific Region. During 2012, the Asia-Pacific Orientation Course was held twice as an in-residence course and twice as a “mobile” course. In January, 118 Fellows (our largest class to date at that time) completed the one-week course. Of the 118 Fellows, 19 were international Fellows who came from as far away as Australia, Canada, Japan, New Zealand, Philippines, Singapore, and Taiwan. The majority of Fellows were from U.S. Pacific Command and other on-island major component commands as well as the U.S. Coast Guard, USAID, and U.S. Strategic Command.

The course was held again in Honolulu in July 2012 with 113 American and international Fellows. Although the majority of Fellows were from U.S. Pacific Command and other on-island major component commands as well as the U.S. Coast Guard, USAID, and U.S. Strategic Command, this class also included the largest number of non-U.S. participants to date. Twenty-two international Fellows attended the course from Australia, Brunei, Canada, France, New Zealand, Singapore and Taiwan.

Two “Mobile” three-day versions of the course were hosted during 2012. The first was held in the Washington, D.C., co-hosted by the Defense Threat Reduction Agency (DTRA).

In that course, 78 Fellows from DTRA, the Office of the Secretary of Defense and various service headquarters, as well as the Department of Homeland Security, the U.S. Agency for International Development and others, completed the course. According to one graduate, he felt “very enlightened by all the great presentations.

from the APCSS faculty and insightful comments from the other Fellows in attendance.”

The second mobile APOC was held at Joint Base Pt. Lewis-McChord, Wash. Co-hosted with I-Corps, 59 Fellows completed the course including six Fellows from Canada, Japan and Korea.

The course covers trends and current issues shaping the regional security environment. The course focuses on U.S. policy and provides an introduction to regional cultures, politics, protocols and challenges. The curriculum broadly examines: Security Foundations; Regional Security Perspectives; Country Specific Issues; Transnational Issues; Governance, and Development and Security Cooperation Issues.

This rigorous program of lectures and interactive sessions better equips graduating course Fellows with policy perspectives and tools important for duties at U.S. Pacific Command and its components.

Figure 5 shows how APOC attendees rated their abilities after attending the course.

While the Asia-Pacific Orientation course was primarily developed for U.S. Fellows, other international Fellows are slowly being introduced into the course.

Figure 6. In a survey of SEAPoC (US) Fellows, their rated the rise of China as the biggest security challenge over the next 10 years.
Seventy-three military and civilian government leaders from 32 locations, graduated September 18, 2012, from the Comprehensive Crisis Management Course.

Attending the regional security course were Fellows from: Australia, Bangladesh, Bhutan, Cambodia, China, Fiji, Guatemala, India, Indonesia, Kiribati, Lebanon, Malaysia, Maldives, Mauritius, Micronesia, Mongolia, Nepal, Pakistan, Palau, Papua New Guinea, Philippines, Republic of Korea, Samoa, Sri Lanka, Taiwan, Tanzania, Thailand, Tonga, Turkey, Tuvalu, United States and Vietnam.

The four-week CCM course is intended to deepen attendees’ abilities to understand and deal with the multifaceted, interdependent nature of both natural and man-made crises. The course focuses on actions to prevent routine difficulties from collapsing into crisis, responding to crises in ways that reduce the near-term impact, and setting the stage for mid-term return to a sustainable development path. In addition to this conceptual frame work, the CCM course also addresses CCM-task coalition building and operations, inter-agency coordination, stability trends analysis and preventive activities, as well as international interventions, post-emergency reconstruction, transition shaping and strategic communications.

Associate Professor Herman Finley, a seminar leader, pointed out that although the class was composed of a widely diverse group of mid-level officers and officials, that through the course they had learned how to work together. He added, “By sharing operational experiences, they left here much better equipped to handle future assignments.”

In Figure 7, CCM12-1 Fellows rated Political Will, Financial Resources and Human capacity/skills as their top three challenges in effective disaster management in their countries.

What our Fellows are saying... One alumni used what he learned during this course to aid in his activities, leading to the signing of a Memorandum of Understanding between the Philippine National Police and the Australian Federal Police last Oct 2, 2012 with anti-terrorism as one of the areas of cooperation.

Eighty-one Fellows graduated the Comprehensive Security Responses to Terrorism (CSRT) Course in March 2012. The military and civilian participants who attended the four-week course came from 47 countries and territories, primarily throughout the Asia-Pacific region, as well as other far reaches of the globe and one international organization.

Participating in the CSRT course were representatives from Afghanistan, Australia, Bahamas, Bangladesh, Bhutan, Belize, Brazil, Brunei, Cambodia, Canada, Chile, China, Colombia, Djibouti, East Timor, Fiji, Finland, Hong Kong, India, Indonesia, Jordan, Kenya, Kyrgyzstan, Laos, Lebanon, Malaysia, Maldives, Mauritius, Mexico, Mongolia, Mozambique and Nepal. They also came from Pakistan, Papua New Guinea, Philippines, South Korea, South Sudan, Sri Lanka, Suriname, Swaziland, Tanzania, Thailand, Tonga, Turkey, United States, Vietnam and Yemen.

The Comprehensive Security Responses to Terrorism Course provides key states in the Asia-Pacific region and other designated countries, the operational and strategic-level skills necessary to enhance their ability to combat terrorism while cooperating with other regional nations. It is also designed to build relationship between and among the United States and current and future counterterrorism practitioners of participating countries, develop the trust and confidence necessary for increased information sharing, and identify ways to reduce obstacles to cooperation in the international struggle against those who use terror to promote their goals.

Please assess how much the course has enhanced your abilities in the following areas:

In Figure 8 shows how Fellows assessed the change in their abilities after attending the course.

CCM 12-1 Fellows working on understanding causal loops and complexity.

A Fellow taking notes during a CSRT lecture. Below: Figure 8 shows how Fellows assessed the change in their abilities after attending the course.

What are the top 3 challenges to effective Disaster Management in your country?
Designed for Education: The Asia-Pacific Center opens a new learning center in Ft. DeRussy

From the left, APCSS Director, retired U.S. Air Force Lt. Gen. Dan Leaf, U.S. Senator Daniel Inouye, Commander of U.S. Pacific Command, Admiral Samuel Locklear, and Chief of Staff for the Under Secretary of Defense for Policy, Peter Verga, untie a Hawaiian maile during the opening ceremony of Maluhia Hall at the Asia-Pacific Center for Security Studies August 24, 2012, in Honolulu. Maluhia Hall provides the Asia-Pacific Center for Security Studies more than 10,000 sq. ft. of additional classroom space. The new facility will be home for the next generation of Asia-Pacific security professionals attending APCSS executive education programs focused on security cooperation.

The Asia-Pacific Center for Security Studies celebrated the official opening of Maluhia Hall, a new state-of-the-art learning center in August 2012. The $11.4 million learning center brings more than 10,000 sq. ft. of additional classroom space to support U.S. Department of Defense ‘security cooperation and executive education programs.

According to APCSS Director, retired U.S. Air Force Lt. Gen. Dan Leaf, “the building is designed for education. In addition to the extra capacity for courses and workshops, the building itself is engineered with improved acoustics and Information Technology connectivity to support the programs. It is also built to be sustainable, which is very important to our community.” U.S. Army Corps of Engineers (Honolulu District) awarded the $11.4 million contract to Sumo-Nan JV II LLC, an 8(a) small business, in August 2010. Upon final completion, Maluhia Hall will attain a U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) ‘Gold’ rating. Sustainability has been successfully integrated throughout the building design phase and construction process.

The ceremony was attended by about 300 guests, including 73 members of the current course in session. The Comprehensive Crisis Management course includes Fellows from 34 different countries throughout the region. Guest speakers at the ceremony included the late U.S. Senator Daniel Inouye; Admiral Samuel J. Locklear III, U.S. Pacific Command; Mr. Peter F. Verga representing the Office of the Under Secretary of Defense for Policy; and, APCSS Director Lt. Gen. (Ret.) Dan Leaf.

Senator Inouye, who is considered one of the founders of the Center, remissed about participating in a similar ceremony to dedicate the main Asia-Pacific Center for Security Studies building almost 12 years ago to this day: His speech then still resonates today emphasizing the need for building a regional “Ohana,” with “Aloha” to achieve “Ho’o pono pono” meaning reconciliation or to make things right. The new Maluhia Hall bridges the past with the future: Its name “Maluhia” which means a haven of rest and peace is inspired by a World War II rest and recreation facility used to bring soldiers together during time of war, its artwork and landscape complement Hawaii’s unique environment and culture, and its design hails the future as a model of technology and sustainability.

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A Force Multiplier: APCSS Alumni Associations

Each Fellow in an APCSS program and select workshops are designated as APCSS Alumni, and are offered the opportunity to participate in their home country’s Alumni Association. In 2012, the 55th Alumni Association was chartered in Mozambique. The purpose of the Alumni Associations is to provide a venue for APCSS Alumni to continue expanding the professional network that began during participation in an APCSS program. Alumni Associations are venues for discourse, and generate ideas to promote security within national governments and regional partnerships.

The following are some Association Highlights from 2012:

- Over 70 people gathered with the Thailand Alumni Association in July 2012 for a security roundtable discussion following a nearby workshop conducted by APCSS faculty. APCSS Director, Lt. Gen. (Ret.) Dan Leaf addressed the group, as did the alumni association president, discussing perspectives on the current Asia-Pacific security environment and the role of APCSS alumni in affecting that security.
- In June, APCSS alumni from the Lao People’s Democratic Republic gathered at an event hosted by the U.S. Ambassador. APCSS Deputy Director, Brig. Gen. (Ret.) James Hail had an opportunity to address the group and share ideas about security issues affecting the Southeast Asia region.
- Following graduation from ASC 12-2, a group of alumni from South Asia embraced the concept of regionalism and created a South Asian alumni association. The group has continued to grow through personal connections, and an online community has been created on APCSSLink: www.apcsslink.org/group/south-asia-alumni-association.
- Due to the enthusiasm and generosity of APCSS Alumni in Nepal, the Nepal Alumni Association has opened an office in Kathmandu where alumni can gather to collaborate, exchange ideas, and interact with one another.

More About the LEED Gold rating: Maluhia Hall is projected to attain a U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) ‘Gold’ rating. Sustainability has been successfully integrated throughout the building design phase and construction process. This integration and consciousness is reflected in practically every design aspect: energy (over a 30% reduction in energy budget, incorporating a follow-on photo voltaic system), water (high efficiency fixtures), maintenance (ease and lower impact on the environment), materials (renewable, sustainable, and recycled materials), and landscaping (xeriscaping, ethno-botanical garden with native and indigenous plants).
Over 100 Locations ... 7 International Organizations ... 55 Alumni Associations*

"Seam" Countries
Afghanistan 33*
Canada 73*
Chile 51*
Comoros 20*
Mauritius 38*
Madagascar 38*
Pakistan 217*
Peru 15*
United States 2,068*

North East Asia
China 73*
Hong Kong 13*
Japan 86*
Mongolia 169*
Republic of Korea 140*
Russia 102*
Taiwan 88*

South East Asia
Brunei 59
Cambodia 112*
Indonesia 222*
Laos 95*
Malaysia 257*
Papua New Guinea 92*
Philippines 279*
Singapore 93*
Thailand 280*
Timor-Leste 41*
Vietnam 128*

Oceania
American Samoa 23*
Australia 179*
Cook Islands 20*
Fiji 99*
Guam 23*
Kiribati 28
Marshall Islands 35*
Micronesia 74*
Nauru 10
New Zealand 103*
Niue Island 7
North Mariana Islands 13*
Palau 22*
Saipan 11
Samoa 17*
Solomon Islands 25*
Tonga 56*
Tuvalu 23*
Vanuatu 27*

Organizations
ASEAN 7
Asian Dev. Bank 1
Pacific Island Forum 2
United Nations 4

Other Countries
Anagola 1
Azerbaijan 1
Bahamas 5
Belgium 1
Belize 1
Bosnia 1
Botswana 4
Brazil 4
Bulgaria 3
Cameroon 3*
Chad 2
Columbia 15
Djibouti 2
Ecuador 2
Egypt 7
El Salvador 9
Finland 1
France 17
Georgia 1
Germany 3
Ghana 2

Other Countries
South Africa 7
South Sudan 1
Suriname 1
Switzerland 2
Tajikistan 1
Tanzania 31*
Turkey 16
Ukraine 2
United Kingdom 8
Uruguay 5
Yemen 2

53 Other Locations
184 (65)

7,068 Alumni
Alumni Feedback

Continued from page 5

In which of the following areas have you collaborated with APCSS Alumni (in your country or in other countries)?

![Pie chart](chart1.png)

- Civil-Military relations/collaboration
- International cooperation on security challenges
- Counterterrorism (transnational threats e.g., terrorism, proliferation of weapons, trafficking, pandemics)
- Disaster management
- Environmental & resource security
- Global Commons (maritime security, space & cyber)
- Inter-ministerial cooperation on security challenges
- Reforming executive educational systems
- Peacekeeping/stability operations
- Homeland defense/civil security
- Critical thinking (e.g., causal loops, analysis, etc.)

40 responses

The specific actions you have taken based on knowledge, skills, perspectives, or networks gained at APCSS contributed to: (select all that apply)

![Bar chart](chart2.png)

- Improved transnational security cooperation
- Improved border, maritime, cyber, or space security
- Improved national security cooperation within your country
- Improved national security cooperation among neighbor nations
- Conducted successful counter-terrorism operations
- Increased capacity to deal with man-made and/or natural disasters
- Increased co-workers, subordinates, and/or superior knowledge of security issues
- Improved civil-military/police collaboration
- Other

46 responses

Regional Security Trends

In addition to the learning assessment, the survey also asked participants about their thoughts on trends in the region and their areas of concern.

The majority of APCSS alumni were split in their feelings that the security environment in the Asia-Pacific region has either improved or stayed the same over the last year (34 percent for both). Only 24 percent felt the environment was getting worse and eight percent were not sure.

Looking to the future, we asked our alumni what they felt were the top three areas of concern (Figure 11). Resource Security (food, water, energy, etc.) was identified as the area of most concern by APCSS alumni with 56 percent of respondents picking this category. It was followed closely by Environmental Crisis/Natural Disasters/Pandemic disease at 50 percent. This is not surprising since the Asia-Pacific region has suffered some of the largest natural disasters in the world.

The third area of concern was Transnational Crime/Terrorism/Violent Extremism which was identified as an area of concern by 46 percent of respondents.
Dr. Rouben Azizian
Professor
1. Edited Volume:

Dr. James Campbell
Professor
1. Book Chapters:

Dr. Jeffrey Hornung
Associate Professor
1. Publications:

Dr. J. Scott Hauger
Associate Professor
1. Book Chapters:

Dr. Lori Forman
Professor

Dr. David Fouse
Professor
1. Book Chapter:

Jessica H.S. Ear, J.D.
Associate Professor
1. Book Chapters:


South Asia & International Policy Col. Bryan Chapman U.S. Army chapmanb@apcss.org 808-971-5072

Regional Organizations/Security Sector Reform/Eurasian Security Rouben Azizian, Ph.D. azizian@apcss.org 808-564-5008

Terrorism/International Law Capt. (Ret.) Carleton Cramer, U.S. Navy cramer@apcss.org 808-571-5072

Military/International Law Maj. Patrick S. Daulton U.S. Army daultonp@apcss.org 808-564-5015

Disaster Mitig./Humanitarian Assist./Human Security, Civil Societies Jessica Ear, J.D. earj@apcss.org 808-564-8987


Dr. Dr. Miemie Byrd
Associate Professor
1. Articles:
• “Back to the Future?” Mandadlay Gazette, April 2012 Issue
• “Can Myanmar modernize without abandoning its unique Myanmar identity?” Mandadlay Gazette, June-July 2012 Issue

Dr. Dr. Jeffrey Hornung
Associate Professor
1. Publications:


• “Japan’s Sensible New Defense Chief” Japan Times, June 18, 2012: 11 (Also available at japantimes.co.jp/text/eo20120618a4.html)


• “Ostono na Nareni Kanokoo Gakuu” Newsweek (Japanese version), September 9, 2012: 46-48


• “Niida has an SDP Moment.” Japan Times, April 7, 2012. (Also available at http://www.japantimes.co.jp/text/eo20120407a2.html?7b990xeXRXZ)

• “Noda has an SDF Moment.” Japan Times, June 16, 2012: http://www.japantimes.co.jp/text/eo20120616a3.html


Infrastruucture

Impact of Info Technol-

gy; Chinese Mi Issues; Strategy & Complexity

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Lt. Col. John Lloyd,
Military Professor


2. Book Chapters:


3. Interviews:


4. Web Articles:


5. Book Chapters:


2. Research Journal Articles:


3. Web Articles:


Contact Information:

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Lt. Col. John Lloyd
Military Professor


2. Book Chapters:


3. Interviews:


Asian Security, China, Vietnam, South China Sea

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Science & Technology Policy, S.E. Asia, Water

Virginia Watson, Ph.D. 
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Weapons of Mass Destruction, Non-Proliferation

South Asia: Full Size, Partial Size, Himalayan

Dr. Justin Nankivell
Associate Professor
(eds.)

1. Book Chapters:
• “Rising to and From the Sea: China, Technology and the Future of Maritime Power” in Virginia

2. Journals:
http://dmp.management.dal.ca/page_id=109

Dr. Justin Nankivell
Associate Professor


Shyam Tekwani
Associate Professor

Dr. Jeffrey Reeves
Associate Professor
1. Peer Review:
• China’s self-defeating tactics in Nepal, *Contemporary South Asia, 20*, No 4 (Nov. 2012)
• Structural power, the Copenhagen School, and threats to China’s security, *The China Quarterly* (accepted).
• Sino-Mongolian Relations and Mongolia’s non-traditional security, *Central Asian Survey* (accepted)
• The role of power in Sino-Mongolian and Sino-DPRK relations, *International Relations of the Asia-Pacific* (under review).
2. Non-peer review:
• For Mongolia, two strategic steps in the wrong direction, *PacificNet* #82 (Dec. 2012).
• China’s self-defeating economic relations, *The Washington Quarterly* (under review).
• Middle Powers and Power Transitions in Middle Powers in International Relations, Bruce Gilley and Andrew O’Neil, eds. (Georgetown University Press).

Lt. Col. Ron Sargent, U.S. Army
Military Professor

Dr. Virginia Bacy-Watson
Associate Professor

Dr. Saira Yamin
Associate Professor
1. Book Chapters:
• “Role of Egyptian Women as Catalysts of Change in the Arab Spring” in Women, Peace and Security: A Critical Review of Approaches to Gender Empowerment. (Sandra Cheldelin et al. eds.)
• “Women as Catalysts of Change in the Arab Spring” in Women, Peace and Security: A Critical Review of Approaches to Gender Empowerment. (Sandra Cheldelin et al. eds.)
• “The Case for Compulsory Voting”, The Express Tribune (with the International Herald Tribune), Lahore, July 23, 2012.

APCSS Faculty Changes in 2012

Departures
- Lt.Col. Ron Sargent, USA
- Cmdr. Chris Van Avery, USN
- Col. Michael R. Lwin, USA
- Lt.Col. John Lloyd, USA

New
- Dr. Jeffrey Reeves
- Lt. Col. Ian Francis, USA
- Lt. Col. Peter J. Don, USA
- Maj. James H. Poppahan, USAF
- Maj. P. Scott Daulton, USA
Exploring India-U.S. Cooperation: Safeguarding Prosperity in the Indian Ocean
February 6-9, 2012
Mumbai, India

Thirty-seven experts came together to discuss “Exploring India-U.S. Cooperation: Safeguarding Prosperity in the Indian Ocean” at a workshop in Mumbai, Feb. 6-9, 2012. The three-day workshop was co-hosted by the Observer Research Foundation (Delhi) and the Asia-Pacific Center for Security Studies.

“This workshop helped to build a shared understanding of opportunities in the Indian Ocean across a far-flung maritime community,” said workshop lead, APCSS professor Kerry Nankivell. She added that it brought together a diverse group of stakeholders and commentators from both countries, representing views including defense, foreign affairs, trade, law enforcement, and customs and immigration. Participants compared national and agency representation, and policy relevance of the various themes compared national and agency perspectives and identified and prioritized opportunities in the maritime domain.

APCSS plans to continue this series of focused discussions involving the United States and India on themes related to the maritime domain of the wider Indo-Pacific region. The next workshop will be held in Spring 2013.

Asia-Pacific Center for Security Studies Annual Report 2012

China-US Security Dialogs
April 8-16, 2012
China (Shanghai/Beijing/Hong Kong / Hainan)

In April 2012, an APCSS team travelled to China to improve relations with academic and security practitioner counterparts and develop opportunities for future discussions.

APCSS Director Dan “Fig” Leaf travelled with a team of seven to China for exchanges of ideas and perspectives with partners, security practitioners, and胸前 several major cities from April 7-17. The theme of the discussions was “Securing Shared Prosperity,” which elicited enthusiastic participation from a broad range of institutions, including the Shanghai Institute for International Studies, Tongji University, the Shanghai Academy of Social Sciences, the Chinese Academy of Social Sciences, the Carnegie-Tsinghua Center for Global Policy, the Hong Kong Police Headquarters, the Hong Kong Marine Department, and the National Institute for South China Sea Studies. APCSS alumni events were also held in Shanghai, Beijing, and Hong Kong.

U.S.-South Asia Leaders Engagement on Disaster Management
April 22-28, 2012

How can the countries of South Asia better cooperate in the planning and response to natural disasters? This was the topic of a workshop held Apr. 22-28, 2012, in Cambridge, Mass. APCSS, in collaboration with the Near East South Asia Center for Strategic Studies (NEA) and the Harvard Kennedy School (HKS) of Government hosted the week-long workshop as part of the Asia-Pacific Center for Security Studies Annual Report 2012.
As agricultural areas
Health Security" was held in the Lower
Based on the success of this program,
APCSS and the Kennedy
APCSS, NESA and the Kennedy
Bangladesh, Sri Lanka, and Maldives
Asian Association for Regional Coop-
shop which concentrated on the secu-
Joint RC Workshop: Central Asia
Counterterrorism Transnational Threats
August 28-31, 2012
Ulaanbaatar, Mongolia
This event was co-hosted by the George C. Marshall European Center for Security Studies (GCSC) and the Institute for Strategic Studies of Mongolia (ISS) with support from the Asia-Pacific Center for Security Studies (APCSS) and the Near East South Asia Center for Strategic Studies (NESA).
Two faculty members, Dr. David Fouse and Dr. Jeffrey Reeves were present-
Participants seemed encouraged in having the opportunity to discuss and review the Thai interagency process for CVE.
The Environment and Security in the Pacific Island Region: Priority
August 6-10, 2012
Honolulu, HI
Hua Hin, Thailand
An APCSS outreach team conducted a workshop entitled "Intergency Col-
How it impacts security and how

Curbing Transnational Security
August 21-22, 2012
Singapore
Southeast Asia is one of the most ethni-
cy, religious or other identity con-
just ahead of the 43rd Pacific Islands
"These effects will change the security landscape of the Pacific in greater
ways than we imagine as we will become more vulnerable economically, socially and politically," said Mr. Peter Forau, Director General of Melanesian Spear-
the workshop was to enable partici-
ne and preparedness to counter violent extremism.

Cyberia: Identity, Cyberspace and National Security
August 6-10, 2012
Honolulu, HI
The impact of envi-
Risks, Challenges & Actions for a Secure Future
August 6-10, 2012
Honolulu, HI
The key interdependency between
The workshop held in Hua Hin, Thailand July 9-13, 2012.
The purpose of the workshop was to assist the Thailand government in assessing and further developing its security response to emerging zoonotic disease threats.

Intergency Collaboration to Counter Violent Extremism
July 9-13, 2012
Hua Hin, Thailand
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how island nations can better work together was the topic of a workshop held at APCSS in August 2012.

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ne and preparedness to counter violent extremism.
APCSS alumni chief John Gasner spoke at the joint GCMC/APCSS alumni event held on August 29. Fouse made opening and closing remarks on APCSS’s behalf, presented on the topic “Human Trafficking in Northeast Asia,” moderated a panel on “The Nexus of Crime and Terrorism: The Interaction between Terrorism, Narcotrafficking and Corruption,” and facilitated a working group. Reeves moderated the session on “Human Trafficking in Northeast Asia” and facilitated a working group. The APCSS faculty members were invited to contribute to the framing questions for the working group sessions by GCMC and several of their suggestions were adopted for that purpose just prior to the workshop. John Gasner’s presentation at the alumni event demonstrated the various programs APCSS carries out to continuously engage our alumni, including a variety of online communities of interest.

Security Sector Development

September 11-12, 2012

Jakarta, Indonesia


U.S. Ambassador Scott Marciel was in attendance as Indonesian MoD Secretary General Air Marshall Eriserryo opened the workshop. In his remarks, the Secretary General explained that the workshop will not only enhance the understanding on national security, especially on the comprehensive management system in the context of a democratic country, but also function to increase the readiness to overcome threats Indonesia is currently facing.

According to workshop academic lead, Dr. Bill Wiesinger, “This workshop was a continuation of the APCSS Security Sector Development (SSD) program which aims to strengthen the security sectors of the U.S. and our friends and partners in the region. The workshop brought together approximately 51 high-level security practitioners from a whole-of-society perspective, including several agencies which don’t often get the opportunity to collaborate, for two days of discussions to enhance coordination and cooperation in addressing Indonesia’s security challenges.”

Workshop participants came from government bodies such as the Ministry of Defense, the Indonesian National Police, the Indonesian Military Headquarters, Parliament, the National Resilience Council, the Indonesian Defense University, and the Foreign Ministry, as well non-governmental groups such as Leapersi, Propatria, and the University of Indonesia.

Maritime Security Challenges 2012

October 1-3, 2012

Vancouver, Canada

Maritime Security Challenges (MSC) 2012, the 5th iteration in the successful MSC conference series, took place in Victoria, BC, Canada from Oct. 1-3, 2012. MSC 2012 was presented by Royal Roads University in cooperation with Maritime Forces Pacific of the Royal Canadian Navy and the Asia-Pacific Center for Security Studies. APCSS professors Dr. Justin Nankivel and Ms. Jessica Ear led panel discussions.

The purpose of the workshop was to bring together maritime security practitioners, academics, and security operators from around the world to discuss contemporary maritime challenges. Senior attendees included the First Sea Lord and Chief of Naval Staff, Royal Navy (UK); Commander Royal Canadian Navy; Chief of Naval Operations, Colombia, alongside approximately 20-2- and 3-star retired and serving naval operators from Canada, the United States, the United Kingdom, and Asia.

Conference topics included: the role of aircraft carriers in global security; decision-making in crisis situations; the illegal movement of people and illicit cargoes at sea; navies in the current age of austerity; security issues in the Gulf of Guinea; maritime applications of unmanned and autonomous vessels; and shipbuilding and future naval requirements.

APCSS supported the workshop by contributing two subject matter experts as moderators and providing two APCSS alumni as SMEs (Dr. Probal Ghosh - India; Colin Smith - New Zealand) to demonstrate the role of APCSS’ Communities of Interest as a continuous resource for connecting security practitioners across the region.

Australia Command and Staff College-APCSS Joint Seminar on Regional Security Architecture

October 9-12, 2012

Honolulu, HI

In October 2012, APCSS conducted a workshop on key considerations and opportunities associated with the United States’ strategic rebalance toward the Asia-Pacific region. Selected policy and flag level representatives from U.S. treaty partners and other key countries – including Russia and India -met to discuss the rebalance from the perspectives of defense, development, and diplomacy. Participants included policy flag level representatives from, government, academia, media, private sector and NGOs in the Asia-Pacific region.

The four-day multilateral seminar included 12 international students as part of the Global Security Issues elective of their ACSC course. The goals of the seminar were to gain a better understanding of the nature of post-Cold War power shifts in the international system; identify common approaches to dealing with traditional and transnational security challenges in the Asia-Pacific region; develop critical thinking and analytical skills in national, regional and global security issues for up and coming leaders and policymakers; and understand capabilities, organizational structures and roles of the military forces in other nations.

The U.S. Strategic Rebalance: Asia-Pacific Perspectives

October 23-25, 2012

Honolulu, HI

In October 2012, APCSS conducted a workshop on key considerations and opportunities associated with the United States’ strategic rebalance toward the Asia-Pacific region. Selected policy and flag level representatives from U.S. treaty partners and other key countries – including Russia and India -met to discuss the rebalance from the perspectives of defense, development, and diplomacy. Participants included policy flag level representatives from government, academia, media, private sector and NGOs in the Asia-Pacific region.

New Zealand Defense Force Command and Staff College-APCSS Joint Seminar on Regional Security Architecture

November 5-8, 2012

Honolulu, HI

In November, APCSS co-hosted a four-day seminar with the New Zealand Defense Force Command and Staff College (NZDF CSC) entitled “Understanding, Shaping & Adapting to the Asia-Pacific Regional Security Architecture.”

The four-day seminar was part of the NZDF CSC’s regional overview program. The seminar was developed to help participants understand and apply the concept of regional security architecture to analyze the complex sub-regional security dynamics in the Asia-Pacific and address key transnational security issues in the Asia-Pacific Region.

According to APCSS Academic lead, Dr. Rouben Azizian, the seminar introduced the Fellows to viewing security through different lenses or Regional Security Architecture. Through this conceptual view, Fellows discussed how regional security is influenced by the role of institutions in the Asia-Pacific; the role of major actors and their relationships, and the development of rules and norms.

According to one participant, “this week has provided us different lenses through which to view these (transnational) issues and, in doing so, provides a broader and more in-depth understanding of these from alternate standpoints.”

“Using this method helps us to see security more broadly and the dynamics involved,” said Azizian. “It emphasizes opportunities instead of simply focusing on challenges and issues.”

“The seminar also emphasized Security Sector Development which until recently, was focused on developing nations. It is now being widely recognized and appreciated by countries such as Australia and New Zealand who are also trying to adjust their national security sector programs,” added Azizian.

This multinational event included participation by 52 military and civil-sector representatives, primarily from O4-O6 levels, as well as warrant officers. While the majority of participants were from New Zealand, other participants included officers from Australia, China, Indonesia, Malaysia, Papua New Guinea, Philippines, Republic of Korea, Saudi Arabia, Singapore, Thailand, and the United States.

This is the second time in two years that the New Zealand Defence Forces’ Command and Staff College collaborated on a special seminar with the Asia-Pacific Center for Security Studies. According to Azizian, “coming to Hawaii is more than just a trip to the U.S. for these Fellows. It’s part of a general region orientation. Here, they get the U.S. experience, a chance to visit U.S. Pacific Command, and gain a broader security perspective by coming to the Asia-Pacific Center. It is also a valuable opportunity for the U.S. and New Zealand to strengthen security cooperation.”
Federal Executive Board honors APCSS employees

Asia-Pacific Center for Security Studies employees were recognized at the Honolulu-Pacific Federal Executive Board’s (FEB) 55th Annual Excellence in Federal Government Awards luncheon held in April 2012. The annual luncheon honors employees from many government agencies in Hawaii for their outstanding efforts, dedication, and contribution to the workforce and community. Each employee was selected by his or her organization.

The APCSS awardees for 2012 were:
- **Team Excellence**: Information Services Department – Brad Ong, Jerome Sajulan, Jason Scott, Debra Fikac, Tessa Magoaoy, Matthew Samson, Sharon Godwin, SSgt Jennifer Swain (USAF), Ian Walker, Sheri Uyehara, Kevin Cain, Christopher Conde, Clarice Say, Carla Jean Jones, Kevin Kruse, Vital (Kai) Badua, Deana Fujimoto, Paul Goto, Debra Castro, John MacLean, Dalton Nouchi, and Daniel Park.
- **Mentor of the Year**: Lt. Col. Ronald (Ron) Sargent, Jr., USA
- **Leader of the Year**: Cmdr. Paul (PJ) Hogan
- **Federal Supervisor of the Year**: Robert (Mike) Kaneshiro
- **Federal Employee of the Year (Professional/Admin/Tech)**: Debra Castro, John MacLean, Dalton Nouchi, and Daniel Park.
- **Federal Employee of the Year (Yearly)**: Dorothy (Dottie) Badua
- **Outreach Resident Course Alumni**: Brandon Ong, Sheri Uyehara, Kevin Cain, Tessa Magoaoy, Kevin Kruse, Jerome Sajulan, Clarice Say, Vital (Kai) Badua, Matthew Samson, Debra Fikac, Carla Jean Jones, Ian Walker, and Ms. Sharon Godwin.

Not pictured are: Jason Scott, SSgt Jennifer Swain USAF, Christopher Conde, Dean Fujimoto, Paul Goto, Debra Castro, John MacLean, Dalton Nouchi, and Daniel Park.

Mike Hogan receives his award as APCSS’ Federal Employee of the Year (Professional).
In Memoriam

In December 2012, APCSS bid a final farewell to Hawaii Senator Daniel K. Inouye. One of the founding fathers of the Center, Senator Inouye was instrumental in not only establishing the Center but helping it to thrive.