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Currents Magazine is an unofficial publication produced biannually by the Asia-Pacific Center for Security Studies Public Affairs Office. This publication is for APCSS employees, alumni, Fellows, future Fellows and friends of the Center. It is available online at www.apcss.org. We use the Associated Press Style Guide when abbreviating ranks, regardless of individual service style. Contents are not necessarily the official views of, or endorsed by, the U.S. Government or the U.S. Department of Defense. Questions or comments can be addressed by phone (808) 971-8916 or emailed to pao@apcss.org.

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Guiding Principles

APCSS' guiding principles — transparency, non-attribution, and mutual respect — have served us very well and contributed to a well earned “APCSS brand.” For some time, I've observed how transparency and mutual respect are also reflected in how we conduct the business of operating this institution.

As times change and we continue to refine our courses and workshops, I also believe it's time to update our guiding principles.

Non-attribution is essential to our educational environment but I see it not as a principle, it as is a rule. We simply do not attribute statements or opinions to either our Fellows or our guest speakers by name, organization, or country without their express permission. Adhering to our pledge of non-attribution enables participants in our activities to speak freely and openly. I've also con-

sidered diversity as a strength that adds value to every human endeavor I've observed.

With that in mind, we decided to modify the guiding principles by:

- Adding inclusion
- Considering non-attribution a rule instead of a principle
- Codifying transparency, mutual respect and inclusion as guiding principles for all that we do.

Let me explain how I view those concepts and their applicability to our work.

Transparency. This is probably the most challenging of our three principles to define. While commonly used in today's lexicon, the dictionary is not of much help. Having “properties like glass” is difficult to transpose to speech and interaction. But I think there is a common understanding that I would express as “stating one's views openly and honestly.” In the auditorium, in the seminar room, in our meetings, and in one-on-one conversations, that's exactly what we should do.

Mutual respect. When we state our views honestly and openly, those views should be respected and we should respect the views of others even when we have differences. In academic settings, differences often originate because of differing regional or national perspectives. We are very successful at encouraging our fellows to discuss their differences and even if they don't reach agreement, respect the views of others. We will not always reconcile divergent views, and at some point choices have to be made. But in the spirit of mutual respect, we can do so without acrimony, without having winners and losers.

Inclusion. In academic and work pursuits, the APCSS Ohana should be naturally inclusive. In our courses, and in our workshops, we work hard to include Fellows and participants from across the security spectrum, from a diverse set of nations and organizations, with the right balance in all areas including gender.

These are guiding principles that support the APCSS foundations of Fellowship. They are also good principles for us to lead our everyday business and personal lives.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Leaf". The signature is written over a faint, circular watermark or logo.

Lt. Gen. (Ret.) Dan Leaf
Director, APCSS



From the left, APCSS Director, U.S. Air Force Lt. Gen. (Ret.) Dan Leaf, the late U.S. Senator Daniel Inouye, Commander of U.S. Pacific Command, Adm. Samuel Locklear, and Chief of Staff for the Under Secretary of Defense for Policy, Peter Verga, untie a Hawaiian maile lei during the opening ceremony of Maluhia Hall. APCSS Honor Guard is Sgt. Jared Ching (left) and Staff Sgt. Jason Lasley.

Designed for Education: The Asia-Pacific Center opens a new learning center in Ft. DeRussy

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's security cooperation and executive education programs.

U.S. Senator Daniel Inouye; Admiral Samuel J. Locklear III, U.S. Pacific Command; Mr. Peter F. Verga representing the Office of the 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, reminisced about participating in a similar ceremony to dedicate the main Asia-Pacific Center for Security Studies building almost 12 years ago to this



The late Sen. Daniel K. Inouye spoke at the ceremony.

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."

The ceremony was attended by about 300 guests including 73 members of the course in session. The Comprehensive Crisis Management course include Fellows from 34 different countries throughout the region.

Guest speakers at the ceremony were:



APCSS' Tech. Sgt. Lester Clayton opened the ceremony with the singing of the National anthem.



Kahu blesses the Center and Maluhia Hall.



Director Leaf provides comments at the ceremony.

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.

“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.”

- Lt. Gen. (Ret.) Dan Leaf

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 formerly at the same site. Its design features



U.S. Congresswoman Mazie Hirono was among the attendees.

and landscape complement Hawaii’s unique environment and culture, and serves as a model of technology and sustainability.

Since 1995, nearly 15,000 course alumni and workshop participants from 104 countries have benefited



The new plenary room in Maluhia Hall.

from this U.S. Department of Defense institute. The new wing will provide additional classroom space to support the professional development of future security cooperation professionals.

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 (lower impact on the environment), materials (renewable, sustainable, and recycled materials), and landscaping (xeriscaping, ethno-botanical garden with native and indigenous plants).



Admiral and Mrs. Locklear admire the decor of Maluhia Hall.

HAILS AND FAREWELLS

Personnel actions at APCSS since Oct. 2012 include, Chief of Executive Operations Group **Col. Yeong-Tae “Y.T.” Pak** retired after a 30-year career in the Army at a ceremony in the APCSS auditorium. *(See story next page)*

Military Professor **Lt. Col. Michael Mollohan** USMC, who began his career as a Navy enlisted submariner, graduated from the Naval Academy and played on their football team, also retired after 26 years of service.

Other departing APCSS military members were **Navy Cmdr. Chris Van Avery**, an APOC course manager/military professor and **Army Staff Sgt. Jason Lasley**, who was selected as the Headquarters, U.S. Pacific Command Enlisted Person of the Quarter on Jan. 12, 2011 while working at APCSS. Lasley was also selected to reenlist aboard USS Arizona Memorial by

SECDEF Leon Panetta.

The APCSS Library lost two valued team members to retirement: **Tina Grice** and **Dave Coleman**.

Jerome Sanjulan (34 years), **Mike Daniels** (13 years) and **Gwendolyn Jacks** (31 years) also retired after long, distinguished careers in government service.

Other departing employees were **Diana Kammunkun** (Admin Mgmt. Office), **Karen Marie-Conforti** (Human Resources) and **Kevin Kruse** (Info. Svcs).

The College gained two interns Air Force **1st Lt. Oyunchimeg Young** and **Maj. Robert Koo**. College Operations Officers gained were Army **Lt. Col. Ian Francis**, Navy **Lt. Nick Matchek** and Marine Corps **Capt. Jennifer Proudfoot**. **Lt. Cmdr. Dara Kol-**

lasch joined College Ops.

Contractor **James Morel, Jr.** (IT) was welcomed into VI and Daniel Park was hired into Info. Svcs.’ Customer Service. APCSS Registrar’s office just gained **Sgt. Daniel Fogerty** and **Chief Yeoman Sonia McDermotte**, both welcome additions to the APCSS team.

Resource Management welcomed **Joseph Torres** and **LS2 Kandi Latcham**.

Candace Wiant replaced **Johanna Marizan-Ho** as the Intern Coordinator. APCSS also welcomed Visiting Scholars/Interns **Asmaullah Junjeo**, **Brian Nelson**, **Nika Nashiro**, **Adrienne Brantley**, **Valeria Villasenor-Bruyere**, **Yvette Median** and **Loan Le**. Departing interns were **Brendan Jinnohara** and **Carlos Tijerina**.

1. COL. YEONG-TAE PAK
2. MR. DAVID COLEMAN
3. LT. COL. MIKE MOLLOHAN
4. TINA GRICE



5. JOHANNA MARIZAN-HO
6. MR. MIKE DANIELS
7. MR. JEROME SANJULAN
8. KAREN MARIA-CONFORTI
9. DIANA KAMMUNKUN

Army colonel celebrates career, family

Colonel Yeong-Tae “Y.T.” Pak had much to celebrate Mar. 4, 2013.

In a ceremony held at the Asia-Pacific Center for Security Studies, Col. Pak and his family celebrated the conclusion of his 30-year career in the U.S. Army. It is one that took them around the world with assignments in Germany, Korea, Japan, Malaysia, Washington, D.C., and finally, Hawaii where he served as the head of the APCSS Executive Operations Group.



Col. Pak watches his son Jason being interviewed by a local TV news station.



1st Lt. Jason Pak, Col. (Ret.) Y.T. Pak, USAF ROTC Cadet Sarah Pak and Young-Ae Pak celebrate Y.T.'s retirement from 30 years of active duty.

The honored speaker was U.S. Army Training and Doctrine Command Deputy Commander, Lt. Gen. David Halverson, who served with Pak several times throughout their careers. He spoke of the importance of family and their family ties which was an unofficial theme for the ceremony. While retirement ceremonies are very special events, this one was especially notable.

Participating were his wife Young-Ae, his daughter Air Force ROTC cadet (and former APCSS intern) Sarah Pak and his son Army 1st Lt. Jason Pak.

Two months ago 1st Lt. Jason Pak was critically injured by an IED while serving in Afghanistan. He lost both legs and several fingers but despite it all he kept his positive attitude. A

tight-knit family, the Paks came together to support Jason during his recovery at Walter Reed Army Medical Center. During the recovery Jason set a milestone: that he would stand at his father's retirement ceremony.

During the ceremony, with this son and daughter both standing at attention, Col. Pak closed out his career.

“I must never forget to thank all the soldiers, non-commissioned officers and fellow officers, who helped me throughout my career,” said Pak. “I also need to thank Lt. Gen. Leaf and Brig. Gen. Hirai. They are truly the right leaders at the right time as we (APCSS) move to the next level to ‘Change the World.’”

“It was 30 years ago when I stood on the plains at West Point to take my oath as a proud officer in the United States Army. It has been a tremendous journey that has not only developed me as a person but provided me a wealth of experience and numerous friends around the world that will last a lifetime,” said Pak.

The story of 1st Lt. Pak and his father was also covered by local ABC news affiliate KITV. It can be viewed online at: <http://www.kitv.com/Solider-who-lost-his-legs-stands-for-his-father-s-retirement/-/8906042/19181318/-/item/0/-/17vywr/-/index.html>.



The APCSS Auditorium was filled to capacity with standing room only for the ceremony.

VISITORS



(Left) Commander, U. S. Pacific Fleet Adm. Cecil B. Haney addresses the fellows of ASC 12-1 at APCSS October 2012.



(Right) APCSS alumnus Amb. Steven McGann, Vice Chancellor, College of Int'l Security Affairs, NDU visited APCSS July 2012.



(Left) Ms. Michele J. Sison, U.S. Ambassador to Sri Lanka and Maldives visited August 2012.



(Right) National Defense University Capstone 13-1 Fellows visit APCSS October 2012.



(Left) Then Hawaii Lt. Gov. Brian Schatz visits ASC 12-2, October 2012. He has since been approved to the U.S. Senate.



(Right) Deputy Assistant SECDEF Robert Scher visited the Center July 2012 for a roundtable discussion with staff and faculty.



(Left) General Kwon Oh Sung, Deputy Commander, ROK-U.S. Combined Forces Command visited May 2012.



(Right) U.S. Ambassador to the Federated States of Micronesia Doria Rosen visited APCSS September 2012.



(Left) Dr. John J. Hamre, President & CEO of Center for Strategic International Studies visited APCSS September 2012.

(Right) Ambassador Marc Wall Foreign Policy Advisor USPACOM J005 visited July 2012.



(Left) Atul Keshap, U.S. Senior Official for Asia Pacific Economic Cooperation (APEC) visited January 2013.

(Right) U.S. Ambassador to Bangladesh Dan Mozena, visited APCSS for a roundtable discussion October 2012.



(Left) Adm. William McRaven, U.S. Special Operations Command visited January 2013 for an overview of APCSS programs.

(Right) Medal of Honor recipients Gary Littrell and Allen Lynch speak to APCSS enlisted during their visit October 2012.



(Left) Mr. Hoang Binh Quan, Chief of the Communist Party Central Committee's Commission for External Relations, Vietnam visited December 2012.

(Right) Gen. Herbert Carlisle (USAF), Commander, Pacific Air Forces, visited October 2012 for an APCSS briefing and roundtable.

