



*Background/Concept Paper*

**i. Senior Fellow Workshop (SFW) Senior Executive event**

The Senior Fellow Workshop (SFW), a virtual event for senior security practitioners from the Indo-Pacific region, provides an opportunity to enhance understanding of transnational security issues of common concern in nine hours of virtual engagement spread over three days (3 days x 3 hours per day). This is a non-Alumni-producing event.

**ii. Background**

The SFW workshop is an intensive and interactive three-day program that looks at a comprehensive array of security issues such as transnational threats related to geopolitical dynamics, maritime order, environment and resource scarcity, emerging technologies, terrorism, governance, cyber security, governance, and demographic and economic developmental issues. The exact subject matter to be covered is different for every iteration of SFW. This shortened event was created to accommodate for the virtual attendance of the region's senior leaders who are not able to travel due to COVID-19 but remain interested in taking advantage of professional education opportunities available abroad. The SFW offers new ways to think about translating shared perspectives into collaborative policies and actions. Furthermore, it promotes the construction and expansion of networks related to multilateral security cooperation in the Indo-Pacific region among senior security practitioners representing national government agencies and regional entities.

This workshop is based on the idea that regional security is significantly enhanced by collaborative efforts for responding to any transnational threat. The content emphasizes the complexity and impact of change in the region, as well as capacities (both leader and institutional) to manage both complexity and change. The workshop integrates a challenging program of interactive presentations, dialogue, and action-planning.

SFW is designed for senior leaders such as ambassadors, deputy ministers, and flag-general rank military and regional directors whose current or future responsibilities require influencing or making strategic and operational decisions within multilateral, multinational, and whole-of-government forums. It is not a military-focused workshop. Participants will vary from senior executives from varied ministries and organizations within governments as well as approved NGO/IO officials with security-related portfolios. Approximately 30 nations and organizations are invited for each iteration, including approximately two representatives from the United States.



### iii. Workshop Objectives

The SFW offers new ways to think about translating shared perspectives into collaborative policies and actions in a complex security environment. At the end of the workshop, Fellows should walk away with an enhanced understanding of the complex and serious issues they face now and in the future, and with enhanced leadership skills in the critical areas of collaboration, communication, assessment, response formulation, and decision-making in complex multinational and culturally-diverse environments. To achieve the purpose stated above, the workshop has specific educational objectives in three areas:

1. Enhancement of Senior Fellow Knowledge:
  - a. Strategic planning and leadership skills for understanding the nature of a security situation
    - i. Comprehensive analysis
    - ii. Multi-agent (including non-state actors)
    - iii. Complex, emergent and unpredictable
  - b. Integration of the impacts of current and emerging trends shaping the regional security environment
    - i. Traditional geopolitical realities
    - ii. Trends that will affect future possibilities (e.g., demographics; climate change; tech.)
2. Strengthened Collaborative Skills and Leadership Capacity
  - a. Strategic Assessment
    - i. Identify what information is needed to support decisions
    - ii. Identify the key components of the system (i.e., actors, processes and linkages), its current condition and mutually desired changes to the system
    - iii. Evaluate the linkages among trends for likely impact
    - iv. Consider sources of information to keep current on trends and to broaden the range of perspectives considered
  - b. Policy Formulation: Articulate succinctly the strategic approach, priorities and purpose for taking action
  - c. Development of Strategic Action Options: Identify and evaluate a set of possible actions that are realistic, effective and produce acceptable 2<sup>nd</sup>/3<sup>rd</sup> order effects
  - d. Evaluation of who can best undertake the proposed actions and in what time frame
  - e. Team building: Establish team and mission/task goals/objectives, establish team rules, roles, and responsibilities
3. Senior-level Security Sector Networks
  - a. Among SFW Fellows, DKI APCSS faculty and guest speakers

### iv. Expected Accomplishments

1. Enhanced Senior Fellow knowledge in the following areas:
  - a) Complexity of the varied dimensions of comprehensive security (military, economic, political, diplomatic, informational, environmental, human), less war-fighting.



- b) Current and anticipated transnational security trends affecting the reality and perceptions of security in the Indo-Pacific region and the world.
  - c) Diversity of regional perspectives on security challenges.
  - d) Capabilities, capacities, roles, responsibilities and other aspects of the major actors, including non-governmental and private voluntary organizations, as well as intra-governmental groups.
  - e) Collaborative preparations required for governments, IOs, and NGOs to be able to deal with natural or man-made disasters and related humanitarian assistance/disaster relief.
  - f) Multilateral versus bilateral approaches to international relationships.
  - g) Current best practices and opportunities for increased security collaboration in the region.
2. Improved Senior Fellow leader skills in the following areas of strategic assessment, planning, and intervention design:
- a) Research and Analysis:
    - i. Identify what information is needed to support decisions
    - ii. Evaluate the linkages among trends for likely impact, reinforcement across trends, and “Black Swan” possibilities
  - b) Consider sources of information to keep current on trends and to broaden the range of perspectives considered
  - c) Policy Formulation: Articulate succinctly the strategic approach, priorities and purpose for taking action
  - d) Team Building: Establish team and mission/task goals/objectives. Establish team rules, roles, and responsibilities.
3. Expanded Senior Fellow security-practitioner networks in the following areas:
- a) Among SFW Fellows, DKI APCSS faculty and guest lecturers

#### v. Indicators of Achievement

DKI APCSS attempts to adequately obtain quantitative and qualitative data through surveying throughout the workshop to provide measures of effectiveness with a special emphasis on long-term indicators.

Indicators of achievement for workshops will be based on the *Kirkpatrick Model for Educational Evaluation*. The following levels and associated measures will provide some indicators of achievement. The measurements indicated are examples and do not necessarily represent the total data set.

##### Level 1 – Reaction to Workshop

Measurement:

1. Degree workshop met expectations
2. Value placed on workshop by Fellows
3. Planned actions – Fellows tell others about the workshop
4. Alignment with USD(P) and USINDOPACOM objectives



Level 2 – Learning: Were workshop objectives met?

Measurement:

1. Difference in knowledge, skills, and abilities (KSA) before and after the workshop
2. Degree to which ability to effectively network with regional counterparts improved
3. Level of influence of workshop on normative thinking about inclusion, civil-military relations, and utility of multilateral collaboration

Level 3 – Behavior: Fellows contributing to positive change

Measurement:

1. Post-workshop actions and events

Level 4 – Results: Contributing to Regional Security and Capacity-Building

Measurement:

1. Description and impact of results attributable to independent Fellow actions/efforts
2. Description and impact of results attributable to cooperative action among Fellows independent of DKI APCSS
3. Description and impact of results attributable to cooperative action among Fellows and DKI APCSS

**vi. Main Activities**

Each SFW iteration will include up to 30 Fellows from 28 nations, and an 90/10% mix of regional/U.S. Fellows and a 50/50% military/civilian mix. The workshop seeks to achieve DKI APCSS's goal of 33% female Fellows, acknowledging that the goal will take time to achieve at the senior level based on regional security sector demographics.