

women, peace
& security

security
sector
development

rebalance

2012
ANNUAL REPORT



ASIA-PACIFIC CENTER FOR SECURITY STUDIES

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Asia-Pacific Center for Security Studies

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

Goals:

1. Champion leading-edge programs advancing security collaboration capacities.
2. Attract, develop, and retain highly respected, inspiring, and adaptive team members.
3. Evolve and manage state-of-the-art infrastructure supporting all organizational activities.
4. Continuously improve organizational processes and structures.

director's message

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.

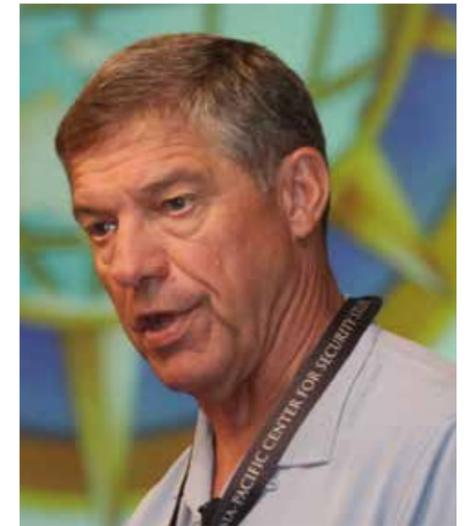
First, since establishment in 1995, APCSS has developed and continually refined a very coherent business model. The military, civilian, and contract members of the staff and faculty take a comprehensive approach to Educate, Connect and Empower our course Fellows and workshop Participants. High quality academic presentations, vibrant seminar sessions, and practical application in our courses are all flavored 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 Australia 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 made him fundamentally reassess 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



Lt. Gen. (Ret.) Dan Leaf
Director, Asia-Pacific Center for Security Studies

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 APCSS 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, APCSS, 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 APCSS 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, Tanzania, 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 APCSS 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. APCSS utilizes an end-of-course survey that questions, "How likely are you to recommend an APCSS program to a colleague?" Combined results for programs conducted in 2012 demonstrated a nearly unanimous intention to recommend APCSS 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 APCSS experience?

A number of participants specifically stated that they recommended Fellows

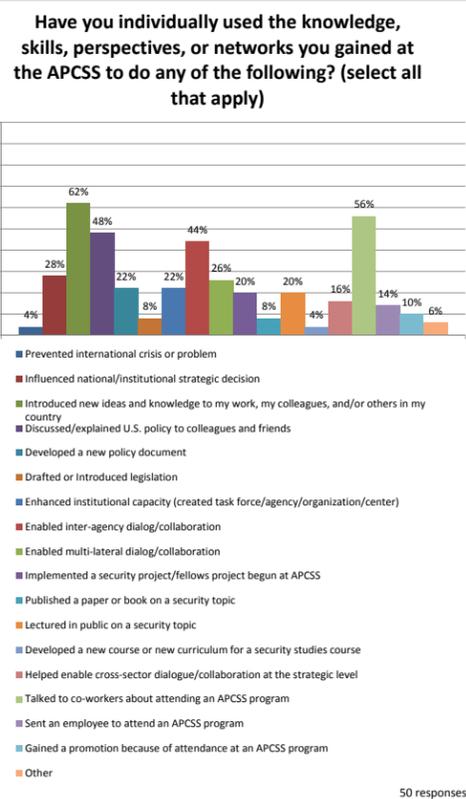


Figure 1. How have you individually used what you gained at APCSS?

to attend 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 other courses as well. It has been decided that my Government would avail all the required vacancies offered by APCSS 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 alumnus stated, "The wealth of knowledge by the professors of APCSS and how they imparted and shared to us their views especially on cooperative security plus the network we have established among our classmates, and alumni of APCSS have greatly impacted in 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 APCSS program in future as well."

"(APCSS...) 1. helped in sensitizing me about the global challenges be-

ing faced today by different nations. 2.adopting a holistic approach in problem solving. 3.Improved knowledge attitude 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 upwards 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 APCSS 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 networks, 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, APCSS elects to base a level of learning by

asking Fellows to gauge their level of knowledge in an end-of-course survey. APCSS 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 APCSS. The chart on the previous page (Figure 1) identifies a wide range of the knowledge, skills, perspectives, and networks that were acquired while at APCSS 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 APCSS. 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 APCSS. Sharing knowledge with others, whether about U.S. policy or other security aspects, increases the influence of APCSS in the region. Another action appearing to routinely occur is the discussion of APCSS program attendance with co-workers. This action also relates directly back to the Level I measure-

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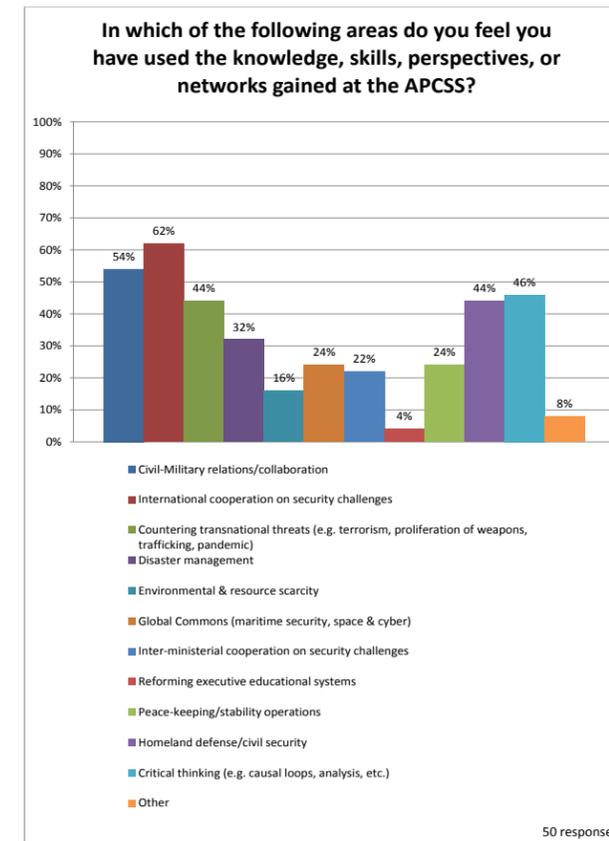


Figure 2. In which areas have you used what you gained from attending APCSS?

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.



Indonesian MoD Secretary General Air Marshall Eris Herryanto (left) and U.S. Ambassador Scot Marciel open the workshop.

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, developing national security strategies and policies, improving the whole-of-government coordination and engaging the civil society organizations.

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.

Women, Peace and Security in Security Cooperation

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 complete 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



Eight women from Oceania participated in a special Women, Peace and Security Initiative held as part of the Advanced Security Cooperation course. Pictured are (l-r): Ms. Cynthia J. H. Duoribi (Papua New Guinea), Ms. Marjorie Deireragea (Nauru), Ms. Taranaivini Leba Savoi (Fiji), Ms. Teleisia Malani (Tonga), Dr. Alfred Oehlers (APCSS), Dr. Lori Forman (APCSS), Ms. Ruby A. Kavaliku (Tonga), Chief Inspector Joanne H. Clarkson (Papua New Guinea), Ms. Carmel M. Tamiloenia (Papua New Guinea) and Ms. Emilia A. Katosang (Palau).

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?

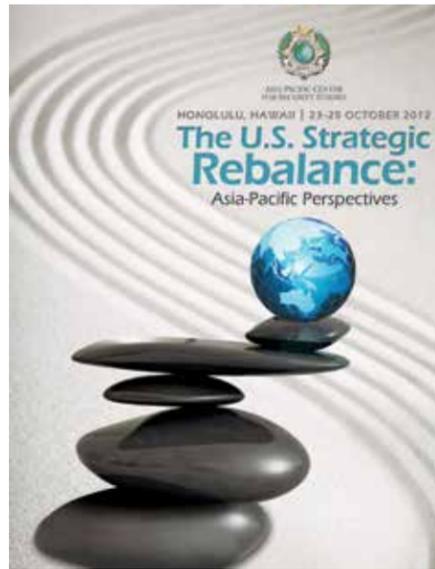
The way ahead for WPS at APCSS focuses on inclusion as a value rather than a topic, strengthens the focus on Fellows, upgrades and integrates our course content, and relies on a whole-of-Center team approach to generate these desired results.

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 also rebalance to and within Asia, the workshop also explored how their actions affect the U.S. effort. Participants considered second-order actions and cooperative efforts and how associated plans should be developed. Finally, the workshop enabled discussion on the effectiveness and visibility of U.S. diplomatic and economic efforts and whether the rebalance is perceived as more than simply defense-oriented changes.



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.

APCSS CY12 Throughput Numbers

CY12 In-Res. Courses	Participants	Countries
Advanced Security Cooperation (ASC)		
ASC12-1	89	36 countries/ territories & 2 I/O
ASC12-2	93	34 countries/territories & 1 I/O
<i>Subtotal</i>	<i>182</i>	
Asia-Pacific Orientation Course (APOC)		
AP12-1	119	Includes 19 Int'l
AP12-2	113	
MAP12-1	78	
MAP12-2	59	Includes 6 Int'l
<i>Subtotal</i>	<i>369</i>	
Comprehensive Crisis Management (CCM)		
CCM12-1	73	32 countries/territories
Comprehensive Security Responses to Terrorism (CSRT)		
CSRT12-1	81	47 countries & 1 I/O
Senior Executive Asia-Pacific Orientation Course (SEAPOC)		
SP12-1	19	US Only
Transnational Security Cooperation (TSC)		
TSC12-1	27	24 Countries & 2 I/O
TSC12-2	25	24 Countries & 1 I/O
<i>Subtotal</i>	<i>52</i>	
TOTAL	781	

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.

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.

Asia-Pacific Orientation Course (APOC)

This one-week 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.

Senior Executive Asia-Pacific Orientation Course (SEAPOC)

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 (CSRT) Course

The four-week CSRT 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 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.

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 inter-agency coordination, interventions and occupations, post-conflict/post-complex emergency reconstruction steps, transition planning, and strategic communications, among other supporting topics. It is designed to impart vital knowledge as well as to develop leadership skills and frameworks in order to improve the effectiveness of CCM practitioners.

Advanced Security Cooperation

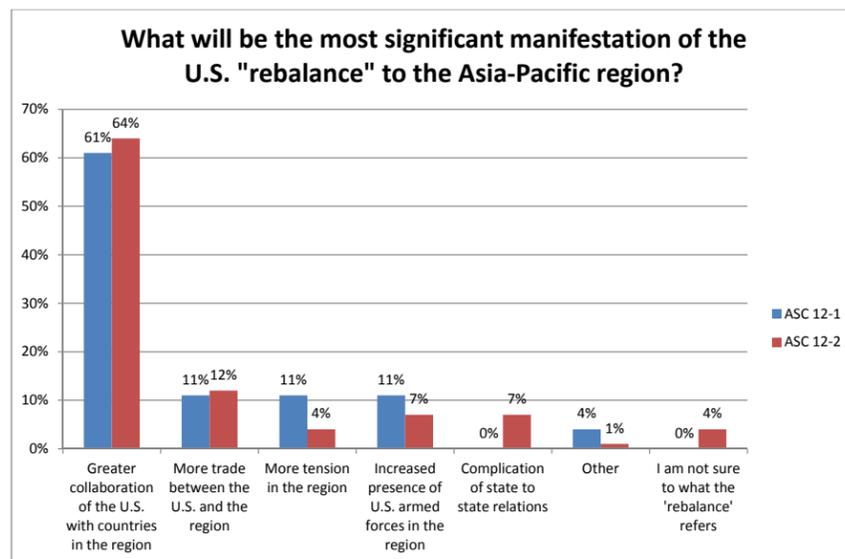


Figure 3 Shows a comparison of the impressions Fellows had of the rebalance to the Asia-Pacific.

The "Executive Course: Advanced Security Cooperation" was held twice during 2012.

The first ASC course was held in May. The course was attended by 89 senior military and civilian government leaders from 36 countries, territories, and two international organizations.

Those Fellows hailed from: Afghanistan, Australia, Bangladesh, Cambodia, Canada, Chile, China, Colombia, Timor-Leste, Fiji, India, Indonesia, Japan, Laos, Malaysia, Maldives, Marshall Islands, Mauritius, Micronesia, Mongolia, Nepal, Pakistan, Palau, Peru, Philippines, Republic of Korea, Sri Lanka, Taiwan, Tanzania, Thailand, Tonga, United States, Vanuatu, Vietnam and ASEAN.

A second ASC course was held in October 2012 with 93 senior military and civilian Fellows from 34 countries, territories and one international organization. Attending the regional security course were Fellows from:

Afghanistan, Australia, Bangladesh, Cambodia, Canada, Chile, China, Colombia, Timor-Leste, Fiji, India, Indonesia, Japan, Laos, Malaysia, Maldives, Marshall Islands, Mauritius, Micronesia, Mongolia, Nepal, Pakistan, Palau, Peru, Philippines, Republic of Korea, Sri Lanka, Taiwan, Tanzania, Thailand, Tonga, United States, Vanuatu, Vietnam and ASEAN.

APCSS has hosted two groups of Fellows in support of the combined Department of State/Department of Defense Women, Peace, and Security initiative in its Advanced Security Cooperation courses during 2012. These Fellows represented Oceania and the Lower Mekong region, to develop capacities and build networks with other security practitioners in an effort to advance women's inclusion in peace negotiations, peace building activities, and conflict prevention; protect women from sexual and gender-based violence; and ensure equal access to relief and recovery, in areas of conflict and insecurity.



Fellows discussion while in seminar.

The four-week course focus is on building relationships among mid-career leaders and decision makers within the region. Its curriculum emphasizes the non-war fighting aspects of security and international relations, and challenges Fellows to develop regional and transnational perspectives. Security is examined as a comprehensive mix of political, economic, social, military, diplomatic, information and ecological dimensions.

Advanced Security Cooperation (ASC)		
CY12 In-Res. Courses	Participants	Countries
ASC12-1	89	36 countries/territories & 2 I/O
ASC12-2	93	34 countries / territories & 1 I/O
Total	182	

Transnational Security Cooperation

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 civilian equivalents from the Asia-Pacific region. The curriculum emphasizes the impact of current and future change in the region, as impacted by

Transnational Security Cooperation (TSC)		
CY12 In-Res. Courses	Participants	Countries
TSC12-1	27	24 Countries & 2 I/O
TSC12-2	25	24 Countries & 1 I/O
Total	52	



TSC 12-1 Fellows listen to a discussion on transnational threats.

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.

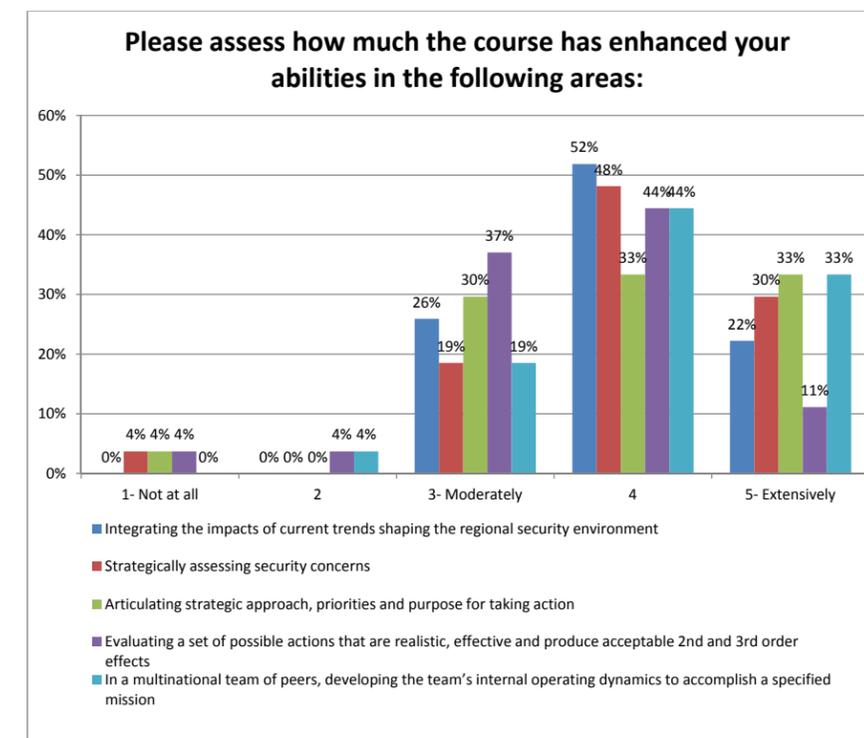


Figure 4 shows how TSC Fellows rated the improvement of their abilities after attending the course.

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.

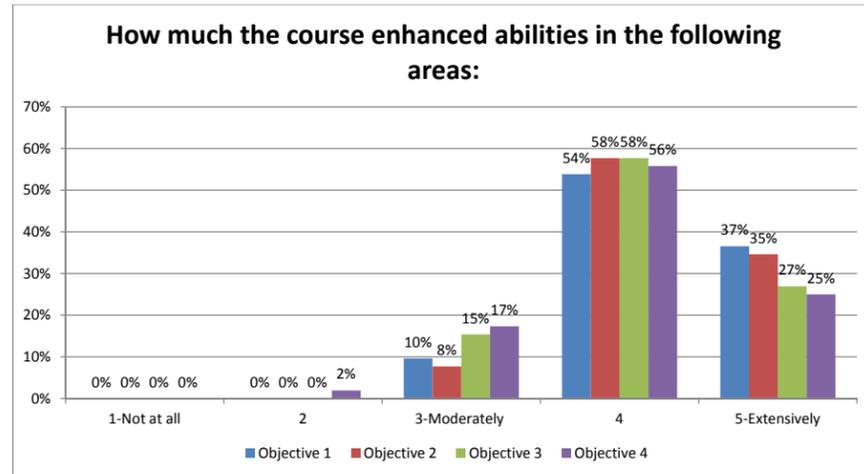
In January, 118 Fellows (our largest class to date at that time) completed the one-week course. Of the 118 Fellows, 19 were international Fellows who came from as far away as Australia, Canada, Japan, New Zealand, Philippines, Singapore, and Taiwan. The majority of Fellows were from U.S. Pacific Command 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

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Obj. 1: Develop a better understanding of Asian-Pacific cultures, histories, politics, economics, national identities, and geopolitical considerations underpinning national behaviors and regional interactions

Obj. 2: Enhance understanding of the comprehensive and interdependent nature of security dynamics in the region

Obj. 3: Enhance understanding of current and over-the-horizon security challenges

Obj. 4: Identify limits and enablers of security cooperation

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.

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

The second mobile APOC was held at Joint-Base Ft. 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.

Senior Executive Asia-Pacific Orientation Course (SEAPOC)		
CY12 In-Res. Courses	Participants	Countries
SP12-1	19	US Only

Asia-Pacific Orientation Course (APOC)		
CY12 In-Res. Courses	Participants	Countries
AP12-1	119	Includes 19 Int'l
AP12-2	113	
MAP12-1	78	
MAP12-2	59	Includes 6 Int'l
Total	369	

Senior Executive Asia-Pacific Orientation Course



Dr. Mohan Malik conducts an elective for SEAPOC Fellows on the “Power Shifts: Geopolitics in the Age of Chindia.”

Nineteen Fellows completed the Senior Executive Asia-Pacific Orientation Course (SEAPOC) 12-1 at the Asia-Pacific Center for Security Studies on Jan. 20, 2012.

SEAPOC provides an overview of the Asia-Pacific region to senior military officers with respect for greater demands on their time and existing basis of knowledge. It also directly supports the U.S. Pacific Command by provid-

ing its staff and supporting components a compressed and comprehensive educational environment.

The Senior Executive Asia-Pacific Orientation Course (SEAPOC) builds upon existing Asia-Pacific experiences regarding trends and current issues shaping the Asia-Pacific security environment for senior military officers. It is a highly-intensive course with a mix of electives that focuses on specific issues as needed by senior officers.

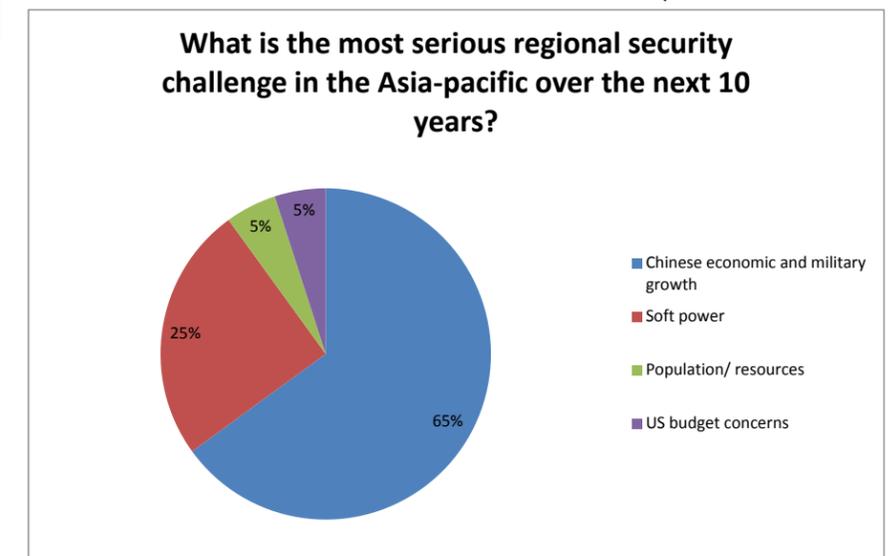


Figure 6. In a survey of SEAPOC (US) Fellows, their rated the rise of China as the biggest security challenge over the next 10 years.

Comprehensive Crisis Management

Seventy-three military and civilian government leaders from 32 locations, graduated September 18, 2012, from the Comprehensive Crisis Management Course.

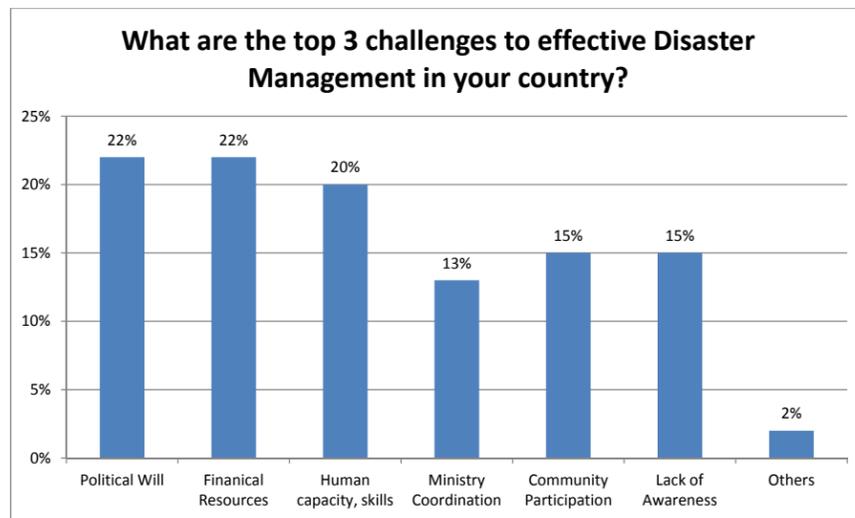
Attending the regional security course were Fellows from: Australia, Bangladesh, Bhutan, Cambodia, China, Fiji, Guatemala, India, Indonesia, Kiribati, Lebanon, Malaysia, Maldives, Mauritius, Micronesia, Mongolia, Nepal, Pakistan, Palau, Papua New Guinea, Philippines, Republic of Korea, Samoa, Sri Lanka, 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 multi-faceted, 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 framework, 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."



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



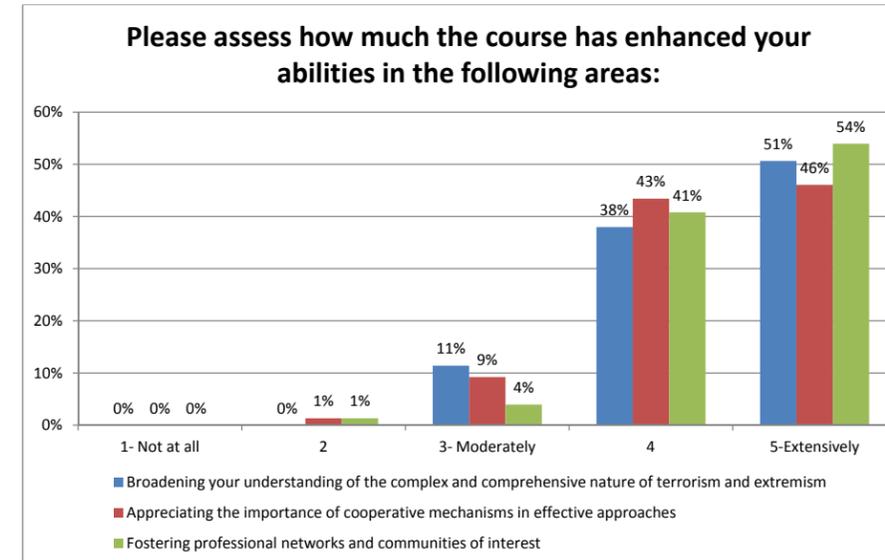
In Figure 7, CCM12-1 Fellows rated Political Will, Financial Resources and Human capacity/skills as their top three challenges in effective disaster management in their countries.

Comprehensive Crisis Management (CCM)		
CY12 In-Res. Courses	Participants	Countries
CCM12-1	73	32 countries / territories

Comprehensive Security Responses to Terrorism



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



Comprehensive Security Responses to Terrorism (CSRT)		
CY12 In-Res. Courses	Participants	Countries
CSRT12-1	81	47 countries & I/O

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 relationships 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.

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 come home for the next generation of Asia-Pacific security professionals attending APCSS executive educations 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, reminisced 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'opono 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.

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).

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 Hirai 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 regional 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.



Bangkok-based APCSS Alumni gather after the Thailand workshop in July.

“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 Asia
 Bangladesh 232*
 Bhutan 36*
 India 247*
 Maldives 86*
 Nepal 234*
 Sri Lanka 233*

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

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 129*

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*

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
 Swaziland 2
 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

Over 100 Locations ... 7 International Organizations ... 55 Alumni Associations*

Alumni Feedback

Continued from page 5

ment of customer reaction to the program(s).

In responding to a post-course survey, sharing what they learned at APCSS was identified by 65 percent of respondents as an action taken. Information was shared with colleagues and in several cases used to develop workshops or courses within the respondent's country.

For example, an alumnus from Fiji stated that: "Upon return (I) was able to do a presentation to the executive and command group of the Fiji police force creating awareness on the course contents and major learning takeaways from the course. Eventually (I) made a presentation on my course project which is now being implemented and trialed in one of our local police districts which looks after the capital city (Suva). I have now taken up a course at the University of the South Pacific in an effort to improve knowledge and skills. This is a direct result and positive influence of APCSS."

Another alumnus who focused his Fellows Project on disaster management stated: "The final objective is to create a volunteer network in Traffic as well as disaster management at the basic ground-root level and also to bring about awareness among the general public and to take precautionary measures both physical and management in case of crisis."

Level IV - Results. Perhaps the hardest to directly attribute to any one factor, results are often inferred when specific outcomes are declared. This inference is based on the fact that there are numerous contributing factors to any particular outcome which APCSS may have assisted in achieving. Alumni were asked where their efforts have significantly contributed to improve security. While the chart

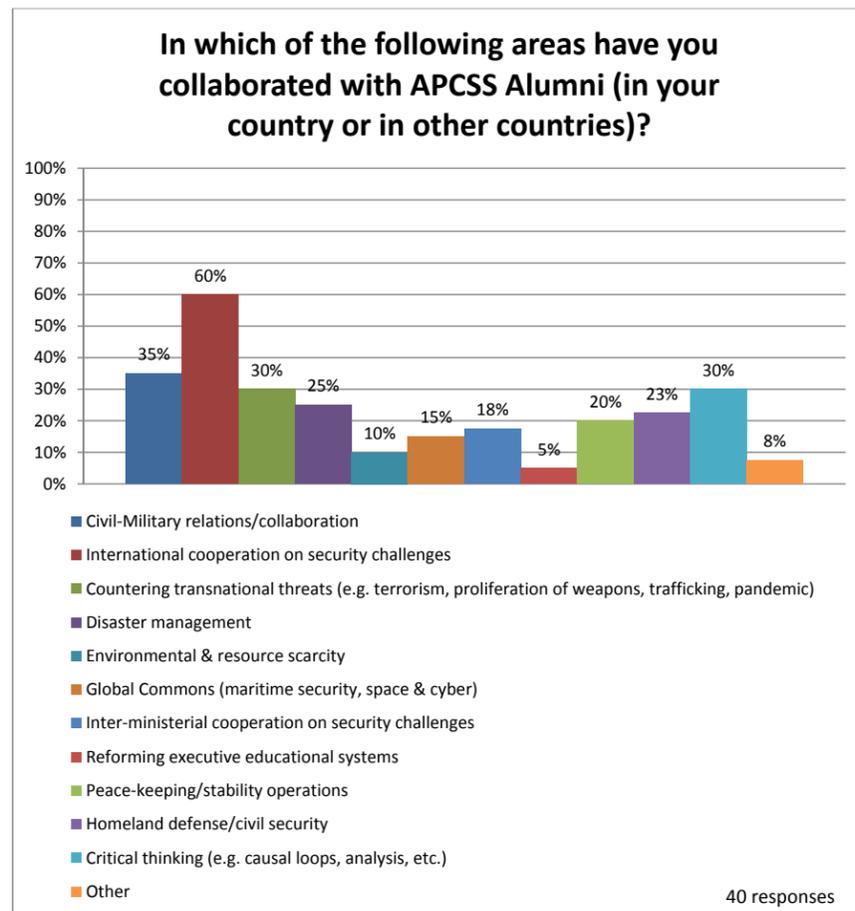


Figure 9

above (Figure 10) does not give specifics based on the individual, a general grouping is provided to show which areas APCSS alumni are contributing to improvements. The largest area given is in "Increasing co-workers, subordinates and/or superiors knowledge of security." This alone highlights the influence of APCSS through the "multiplier effect." Other areas with large responses were "Improved Security Cooperation" both internal and transnational and "Improved civil/military/police collaboration."

A very high percentage of respondents commented that they had taken the knowledge and information gained at APCSS and shared it with co-workers. They shared their understanding of U.S. policy with colleagues and friends. They also felt empowered to seek improvements in inter-agency cooperation within their countries.

When providing specifics, many alumni noted their contributions to the formulation of new policies, procedures and organizations that will eventually help their countries respond to natural and man-made disasters and security issues. Almost 30 percent felt that they used their knowledge to influence policy within their own countries or agencies. One added that they were part of a team that was formulating new regulations on migration for their country.

One respondent, who was deployed to Afghanistan, felt "APCSS was a great example of how coalition interaction actually reaps benefits." Another said his experience at APCSS helped "enhance cooperation between military and policy for combating terrorism" in his country. Still another serving at an embassy stated that, "As Defence Attache to China & Mongolia, I use the knowledge of Asia-Pacific and its

peoples (which I gained at APCSS) near every day."

One alumnus stated that, "As the Commanding Officer of Level-2 Hospital in UN Mission in Liberia (I) organised a Peer Educators' Course to prevent rape in that country which was a security hazard of that country with the support of Gender Advisor of UN there. (I also) Organised jointly with Center of Excellence, (Hawaii), workshop to mitigate pandemic influenza in Dhaka."

An Oceania Alumnus stated that he used his Fellows Project to improve security for the Rugby World Cup (2011). Another used his improved skills while serving as a crime investigator in the Sudan. He stated: "It was helpful to understand the govt. and insurgents' attitude in Sudan during UN peace mission while I worked as a crime investigator. It helped to establish better working relation with local administration, police officers, political leaders and civil society."

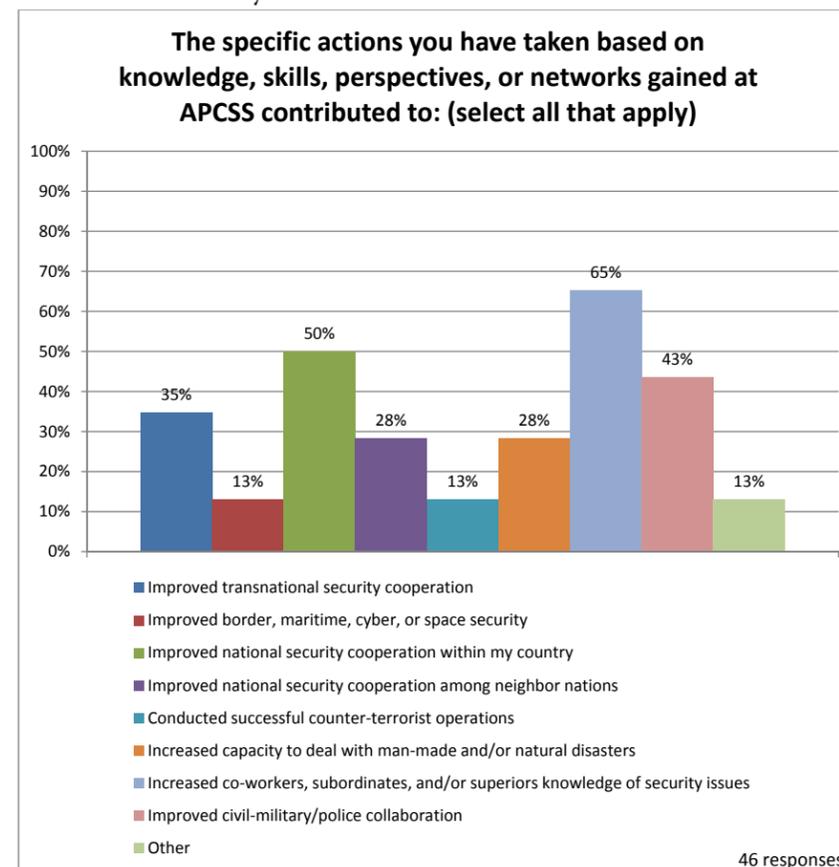


Figure 10

Taking Advantage of the Alumni Network

Alumni were asked in what areas did they reach out to other alumni to collaborate or gain information (Figure 9). The majority, 60 percent, identified "International Cooperation on Security Challenges." Also identified were Civil-Military relations/collaboration (35 percent), as well as countering transnational threats or terrorism (30 percent).

The collaborative network that is created between counterterrorism specialists during their CSRT Course experience at APCSS is notable. One respondent cited improvements resulting in the profiling of high risk individuals attempting to migrate to his country. He also stated that the relationships developed at the course eased information sharing of a suspected weapons smuggler.

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.

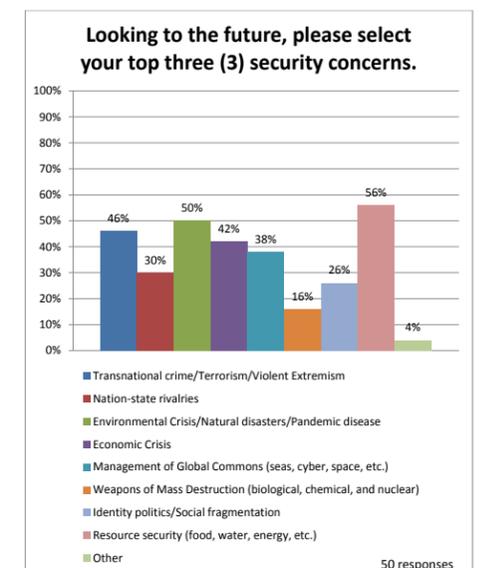


Figure 11

Faculty/Publications

Dr. Rouben Azizian Professor

1. Edited Volume:

- *From APEC 2011 to APEC 2012: American and Russian Perspectives on Security and Cooperation in the Asia-Pacific*, APCSS and Far Eastern Federal University publication: Honolulu and Vladivostok. Edited by Rouben Azizian and APCSS

alumnus from Russia Artyom Lukin. The volume contains 18 chapters - 10 written by APCSS faculty and 8 by Russian experts, including seven APCSS alumni. <http://www.apcss.org/college/publications/from-apec-2011-to-apec-2012/>

Chapter: United States and the Asia-Pacific: Balancing Rhetoric and Action – <http://www.apcss.org/wp-content/uploads/2012/09/Chapter9.pdf>

2. Journal Articles:

- Eurasian Response to China's Rise: Russia and Kazakhstan in Search of Optimal China Policy, *Asian Politics and Policy*, Vol. 4, Issue 3, July 2012, Rouben Azizian with APCSS alumnae from Kazakhstan Elnara Bainazarova, <http://onlinelibrary.wiley.com/doi/10.1111/j.1943-0787.2012.01348.x/abstract>

- Afghanistan and Regional Responsibility, *Asia Pacific Defense Forum*, July 2012, http://apdforum.com/en_GB/article/rmiap/articles/print/features/2012/07/01/feature-pr-11 by Rouben Azizian.

Dr. Miemie Byrd Associate Professor

1. Articles:

- "Back to the Future?" *Mandalay Gazette*, April 2012 Issue
- "Can Myanmar modernize without abandoning its unique Myanmar identity?" *Mandalay Gazette*, June-July 2012 Issue
- "Easy in theory, but hard in practice: maintaining language fluency" *Mandalay Gazette*, Oct-Nov 2012 Issue

4. Book Chapter:

"Education, Economic Growth, and Social Stability: Why the Three are Inseparable,"

Rouben Azizian and Artyom Lukin, eds., *From APEC 2011 to APEC 2012: American and Russian Perspectives on Security Cooperation in the Asia-Pacific*. (Honolulu: Asia-Pacific Center for Security Studies; Vladivostok: Far Eastern Federal University Press, 2012): 102-113. <http://www.apcss.org/wp-content/uploads/2012/09/Chapter8.pdf>.

Dr. James Campbell Professor

1. Book Chapters:

- Ear, J. and Campbell, J., Regional Cooperation on Disaster Management and Health Security: APEC and Comprehensive Regional Strategy, in: Rouben Azizian and Artyom Lukin, eds., *From APEC 2011 to APEC 2012: American and Russian Perspectives on Security and Cooperation in the Asia-Pacific*, APCSS, 2012. <http://www.apcss.org/wp-content/uploads/2012/09/Chapter5.pdf>

- Campbell, J., Human Health Threats and Implications for Regional Security in Southeast Asia, in: Teh, B. (ed) *Human Security: Securing East Asia's Future*, Springer, 2012.

2. Journal Article:

- Sargent, R. and Campbell, J. (2012) Special Detachment 88: Smart Power, Indonesian Style, *Asia Pacific Defense Forum Journal* 37(3): 48-52.

Jessica H.S. Ear, J.D. Associate Professor

1. Book Chapters:

- Ear, J. and Campbell, J., Regional Cooperation on Disaster Management and Health Security: APEC and Comprehensive Regional Strategy, in: Rouben Azizian and Artyom Lukin, eds., *From APEC 2011 to APEC 2012: American and Russian Perspectives on Security and Cooperation in the Asia-Pacific*, APCSS, 2012. <http://www.apcss.org/wp-content/uploads/2012/09/Chapter5.pdf>



Dr. Lori Forman Professor

"Economic Security in the APEC Region: Knows and UnKnowns," *From APEC 2011 to APEC 2012: American and Russian Perspectives on Security Cooperation in the Asia-Pacific*. (Honolulu: Asia-Pacific Center for Security Studies; Vladivostok: Far Eastern Federal University Press, 2012): 21-32. <http://www.apcss.org/wp-content/uploads/2012/09/Chapter1.pdf>

Dr. David Fouse Professor

1. Book Chapter:

- "Japan and the Emerging Powers: Toward Middle Power Realism," in Vidya Nadkarni and Norma Noonan eds., *Emerging Powers in Comparative Perspective: The Political and Economic Rise of the BRIC Countries*, London, Continuum (November 2012).

2. Monograph: Japan's response to the Rise of China. (Proposed)

Dr. J. Scott Hauger Associate Professor

1. Book Chapters:

- "Climate Change and Environmental Security in the Asia-Pacific Region: A Role for APEC?" in Rouben Azizian and Artyom Lukin, eds., *From APEC 2011 to APEC 2012: American and Russian Perspectives on Security Cooperation in the Asia-Pacific*. (Honolulu: Asia-Pacific

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- "Climate Change and Environmental Security in the Asia-Pacific Region," Watson, V. ed., 2012. *The Interface of Science, Technology and Security: Areas of Most Concern, Now and Ahead*. Honolulu: Asia-Pacific Center for Security Studies, pp. 67-80. Online at <http://www.apcss.org/wp-content/uploads/2012/12/J.-Scott-Hauger.pdf>

Dr. Jeffrey Hornung Associate Professor

1. Publications:

- "LDP Won a Landslide, But Not a Mandate." CNN Global Public Square, December 20, 2012: <http://globalpublicsquare.blogs.cnn.com/2012/12/20/ldp-won-a-landslide-but-not-a-mandate/>

- "Increasing Security Awareness Among the Japanese Public." CSIS *Japan Chair Platform*, December 13, 2012: http://csis.org/files/publication/121213_Japan_Chair_Platform_Hornung_Increasing_Security_Awareness.pdf

- "Back to the Future in Japan." CNN Global Public Square, December 3, 2012: <http://globalpublicsquare.blogs.cnn.com/2012/12/03/back-to-the-future-in-japan>

- "Japan's Senkaku Exit Strategy" *Pacific Forum CSIS PacNet*, No. 62, October 4, 2012: <http://csis.org/files/publication/Pac1262.pdf>

- "Ootona ni Narenai Kankoku Gaikou." *Newsweek* (Japanese version), September 9, 2012: 46-48.

- "South Korea's Irresponsible Diplomacy with Japan." *The Diplomat*, September 4, 2012: <http://thediplomat.com/the-editor/2012/09/04/south-korea-irresponsible-diplomacy-with-japan/>

- "Why China Should Do More in Afghanistan." *The Diplomat*, August 1, 2012: <http://thediplomat.com/2012/08/01/why-china-should-do-more-in-afghanistan/>

- Co-Authored with Yuki Tatsumi, "Thinking through Japan-ROK security relations." *Japan Times*, August 1, 2012: 15. (Also available at <http://www.japantimes.co.jp/text/ea20120801a4.html>)

- "Lost Chance for Tokyo-Seoul Security Relations." *Japan Times*, June 18, 2012: 11 (Also available at <http://www.japantimes.co.jp/text/ea20120618a2.html#.T999XheXRRZ>)

- "Japan's Sensible New Defense Chief." *The Diplomat*, June 16, 2012: <http://thediplomat.com/2012/06/16/japans-sensible-new-defense-chief/>
- "Noda has an SDF Moment." *Japan Times*, April 7,

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- "How the F-35 May Hurt U.S.-Japan Ties." *The Diplomat*, April 5, 2012: <http://the-diplomat.com/2012/04/05/how-f-35-may-hurt-u-s-japan-ties/>
- "Japan's DPJ: The Party of Change" Pacific Forum CSIS *PacNet*, No. 24, April 4, 2012: <http://csis.org/files/publication/pac1224.pdf>
- "What Japan Must Do Now." *The Diplomat*, March 10, 2012: <http://thediplomat.com/2012/03/10/what-japan-must-do-now/>
- "Economic Cooperation Can Strengthen Japan-Russia Ties." *Japan Times*, January 11, 2012: 12 (Also available at <http://www.japantimes.co.jp/text/eo20120111a1.html>)
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Dr. Steven Kim

Associate Professor

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Co-authored with Captain Chad Livingston "Military Engineer Support to Security Cooperation Operations" in *Army Engineer Magazine*, March 2012. <http://www.apcss.org/engineering-cooperation/>

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1. Book Chapters:

- "China in the Asia-Pacific in 2040: Alternative Futures," Rouben Azizian and Artyom Lukin, eds., *American and Russian Security Perspectives on the Asia-Pacific* (Vladivostok & Honolulu: FEFU Press and Asia-Pacific Center for Security Studies, 2012), Chapter 4, pp. 161-177. <http://www.apcss.org/wp-content/uploads/2012/09/Chapter13.pdf>

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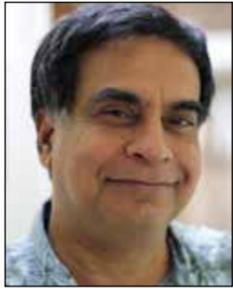
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Dr. Jeffrey Reeves
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Dr. Alexander Vuving
 Associate Professor

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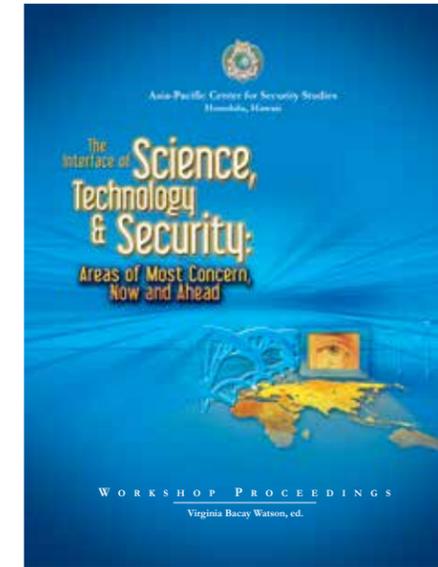
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Dr. Virginia Bacay-Watson
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Dr. Bill Wieninger
 Associate Professor

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Dr. Saira Yamin
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- “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.)

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APCSS Faculty Changes in 2012

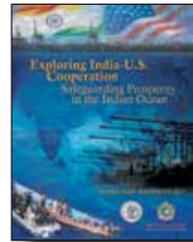
Departures

- 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. Popphan, USAF
- Maj. P. Scott Daulton, USA

workshops



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 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.

Australia-Japan-U.S. Trilateral Collaboration

February 7-8, 2012
Honolulu, HI

APCSS hosted a two-day workshop for government representatives responsible for the Security and Defense Cooperation Forum held among Australia, Japan, and the United States in February 2012.



This workshop provided an opportunity to improve the efficiency, coordination, and policy relevance of the various trilateral cooperation initiatives by bringing together country representatives to gain a broader understanding of the policy goals of the Trilateral Strategic Dialogue and Security & Defense Cooperation Forum, review recent and planned trilateral activities, and begin developing a draft common vision for future trilateral cooperation.

The workshop was composed primarily of delegation-led presentations in plenary, moderated by one APCSS faculty member on a variety of topics with an underlying theme of trilateral cooperation. There was also one breakout session divided by country. Their aim was to create an outline for a draft vision statement.

A total of 36 participants attended the workshop. The breakdown of each delegation was as follows. Australia: 11 members from the Department of Defense, Australian Consulate, and Department of Foreign Affairs and Trade. Japan: 9 members from the Ministry of Defense, Ministry of Foreign Affairs, Japanese Consulate, and Self-Defense Force Liaison Officers from U.S. Pacific Command and U.S. Pacific Air Forces. United States: 16 members from OSD, State Department, U.S. Embassy Tokyo, U.S. Pacific Command and U.S. Pacific Fleet.

A key workshop outcome was the development of individual draft vision statements with the intent of compiling these into one as a post-workshop task. Participants appreciated having a venue to share updates on trilateral cooperation and future agenda items as well as hold deep discussions on specific/technical areas of cooperation.

Afghanistan and Its Neighbors: The Requirement of Regional Security (Joint event with GCMC)

March 13-16, 2012
Garmisch, Germany

The future of Afghanistan and what might happen in that nation after 2014 took center stage during a three-day conference at the George C. Marshall European Center for Security Studies March 13-15, 2012.

“Afghanistan and Regional Security: Current Trends and Future Challenges” included 17 participants from 11 countries, including Afghanistan, China, India, Russia and the United States. Also sending representatives were Kazakhstan, Kyrgyz Republic, Pakistan, Tajikistan, Turkey and Uzbekistan.

James Dehart, director, office for Afghanistan at the U.S. Department of State; and Dr. Florian Reindel, deputy for the task force for Afghanistan/Pakistan at the German Foreign Office, provided keynote addresses. Dehart noted the importance of having Afghanistan’s regional neighbors in the room for these discussions.

“With everything that we’re trying to do with Afghanistan – support them through transition, trying to help them get an actual peace negotiation going with the Taliban – there is a very strong regional component to this,” Dehart said.

The cosponsored event included seven participants from the Marshall Cen-

ter, four from the Near East South Asia Center for Strategic Studies, and one from the Asia-Pacific Center for Security Studies. The Army’s Foreign Military Studies Office at Fort Leavenworth, Kan., also provided a representative.

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 alumni in 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.

“These meetings provided an opportunity to reconnect with previous partners and old friends, but also to begin developing relationships with a broader base of security practitioners in greater China,” said the team’s academic lead, APCSS professor Herman “Butch” Finley. “We also developed a deeper, more personal sense

of the massive changes taking place in China.”

The trip was Leaf’s first visit to a foreign country as APCSS Director, and his first time to mainland China.

“This was a rich and productive trip,” said Leaf. “We had the opportunity to address complex issues in positive, thoughtful discussions. It was helpful for me to connect with several of our alums in China, and to gain both professional and personal insight into the country.”

Discussion topics ranged from maritime security, the South China Sea, and the UN Convention on the Law of the Sea to regional organizations and their impact on security in Asia. Other discussions covered non-traditional security issues, including energy, food, water, and cyberspace security.

This was the fourth in a series of annual visits by APCSS to China since 2009. The team gathered many useful insights, contacts, and ideas for further collaboration with Chinese partners on issues of common interest.

U.S.-South Asia Leaders Engagement on Disaster Management

April 22-28, 2012
Harvard / Cambridge, Mass.



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 (NESA) and the Harvard Kennedy School (HKS) of Government hosted the week-long workshop as part of the

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'U.S.-South Asia Leader Engagement Program' at Harvard University.

This workshop, the second in a series, expanded participation beyond the initial Afghanistan-Pakistan-India-U.S. participants of a May 2011 workshop which concentrated on the security dynamics among them. It brought together government officials and professionals from the U.S. and South Asian Association for Regional Cooperation (SAARC) countries as well as Bangladesh, Sri Lanka, and Maldives to consider integrated approaches in response to regional disaster. It focused on integrated, comprehensive approaches that involve multiple agencies and civil society and address not only responses to disasters, but collaboration in prevention, preparation and recovery.

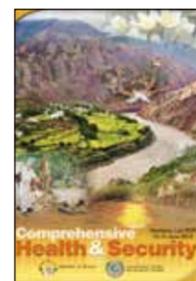
It was attended by 40 security cooperation practitioners and subject matter experts, 14 of which were APCSS alumni. According to APCSS Director Lt. Gen. (Ret.) Dan Leaf, this workshop "leveraged our faculty expertise and our network of fellowship to address a topic of great interest in Asia-Pacific."

Based on the success of this program, APCSS, NESAs and the Kennedy School continue discussions to cooperate in future offering such seminars annually, on strategic issues of significance.

Comprehensive Health and Security

*June 13-15, 2012
Vientiane, Laos*

This workshop on "Comprehensive Health Security" was held in the Lower Mekong Region. As agricultural areas become more populated, the risk of humans contracting diseases from animals increases. How this happens and its impact on security was the focus of



a recent "Comprehensive Health Security" workshop held in the Lao People's Democratic Republic. The first of its kind, the workshop was co-hosted by APCSS and the Lao PDR Ministry of Health.

All four of the states included in the Lower Mekong Initiative participated through representation from the ministries of Public Health, Defense, Agriculture, Foreign Trade and Crisis Management. In total, 36 participants from Thailand, Vietnam, Cambodia and Lao PDR, as well as representatives from regional and non-governmental organizations, such as the International Red Cross and USAID, convened for the workshop in Vientiane.

The workshop, held in June 2012, focused on building a strategy for regional security cooperation connected to zoonotic (transmitted between animals and humans) disease outbreaks among the Lower Mekong countries. With over 70 percent of newly emerging infectious human diseases caused by human contact with animals, such as SARS, swine flu and avian flu, participants discussed policy recommendations for addressing security threats raised by health issues.

The key interdependency between animal, environment and human health is a concept that has come to be characterized as One Health, which participants recognized as an important security issue. The four-day multilateral workshop concluded with eight recommendations that participants agreed to attempt to implement in their respective regions.

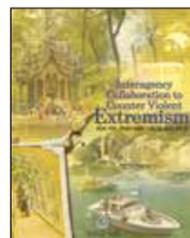
The Comprehensive Health Security workshop was well received and marked the beginning of a growing initiative to recognize health security as an essential component of national and transnational security. The workshop attracted the attention of Mr. Chris Castro, Director of Multilateral Affairs, U.S. Department of State, as

well as Ambassador David Carden, the U.S. Ambassador to ASEAN. Dr. James Campbell, a co-academic lead with Professor Jessica Ear, confidently proclaims the workshop to be a "tremendous, groundbreaking success."

Interagency Collaboration to Counter Violent Extremism

July 9-13, 2012

Hua Hin, Thailand



An APCSS outreach team conducted a workshop entitled "Interagency Collaboration to Counter Violent Extremism" 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 sector in countering violent extremism (CVE). A key objective of the workshop was to enable participants to develop specific recommendations for increased efficiency and effectiveness of the Thai Interagency or "whole-of-government" process. Additionally, the workshop was intended to help advance the important and long-standing U.S. treaty relationship with Thailand.

A senior Thai military official in collaboration with the Joint United States Military Advisory Group Thailand (JUSMAGTHAI) and APCSS, developed this workshop to focus on the Thai security sector as it relates to CVE. The workshop included participation of 40 Thai representatives from the Royal Thai Armed Forces, law enforcement agencies, and other ministries that comprise the Thai security sector.

The workshop provided a forum for Thai sharing of security sector perspectives and critical thinking on a variety of issues associated with CVE.

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 Risks, Challenges & Actions for a Secure Future

*August 6-10, 2012
Honolulu, HI*

The impact of environmental changes is keenly felt in the Pacific Islands region. How it impacts security and how island nations can better work together to develop a sustainable future was the topic of a workshop held at APCSS in August 2012.



"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 Spearhead Group Secretariat in a statement read at the opening of the event.

More than 49 government and non-government organization officials attended the five-day workshop.

Some of the key challenges identified by the group include: land degradation, pollution, resource extraction, reef destruction, loss of bio-diversity, cultural degradation, and more. The group also recommended a "shift in thinking" or viewing the Pacific Islands region through the climate change lens.

They recommended changing how they themselves talk about the region: shifting from the terms "vulnerability" to "value." The Pacific Island region is a valuable eco-system for the world with resources that are shared by all. As one participant stated: "it's not just about the fact that tuna is there — the

tuna is there because of the environment. This makes the area as important to the world similar to the rain forests of South America."

Workshop Academic Leader, Dr. Alfred Oehlers, felt the workshop was very timely and effective. "Participants addressed these issues in a frank and robust manner and with a level of energy and passion that was unsurpassed," said Oehlers. "Coming just ahead of the 43rd Pacific Islands Forum Leaders Meeting in the Cook Islands, the workshop was timely. Many participants indicated the insights gained from discussions will be extremely useful as their governments and organizations prepare for this important meeting."

Cyberia: Identity, Cyberspace and National Security

*August 21-22, 2012
Singapore*

Southeast Asia is one of the most ethnically, culturally, and linguistically diverse regions in the world. How do issues of identity impact this region where ethnic and religious hostility can be deeply entrenched?

'Cyberia: Identity, Cyberspace and National Security' was a two-day workshop held Aug. 21-22, 2012 in Singapore. It was hosted by APCSS Alumni Continuing Engagement program and the Combating Terrorism Fellowship Program.

The workshop focused on the issue of identity and security in Southeast Asia. Participants examined national, ethnic and cultural self-representations in the cyber domain, and the increasing impact on the social, political, economic development and security in the region.



"This workshop helped enhance thinking and build common perspectives related to the discourse on identity as a security issue," said workshop lead Prof. Shyam Tekwani. "It also examined ways to strengthen and integrate whole-of-government approaches to mitigate the conflicts resulting from ethnic, religious or other identity constructions inimical to the security of the state. In time, this will succeed in fostering greater connectivity among the community of inter- and intra-state actors and elevate the level of intraregional coordination against identity-based extremism".

Women are heavily involved in this aspect of national security. Nearly 30% of the workshop participants were women.

The 34 participants including mid- to senior-level military and civilian government officials from a cross-section of agencies in five Southeast Asian nations (Indonesia, Malaysia, Philippines, Singapore, and Thailand) and subject matter experts from Australia, India, Iraq/United Kingdom, Malaysia, Pakistan, Singapore, and the United States.

Joint RC Workshop: Central Asia Countering Transnational Threats

*August 28-31, 2012
Ulaanbaatar, Mongolia*

This event was co-hosted by the George C. Marshall European Center for Security Studies (GCMC) 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 (NESAs).

Two faculty members, Dr. David Fouse and Dr. Jeffrey Reeves were presenters and moderators for the workshop.

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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 North-east 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



APCSS together with the Indonesian Ministry of Defense and the Indonesian Defense University co-hosted a Security Sector Development Workshop in Jakarta, Indonesia Sept. 11-12, 2012, with the theme of "Building Consensus on Priorities in National Security Sector Development in Indonesia."

U.S. Ambassador Scot Marciel was in attendance as Indonesian MoD Secretary General Air Marshall Eris Herryanto 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 Wieninger, "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 Lesperssi, 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 Nankivell and Ms. Jessica Ear led panel discus-

sions.

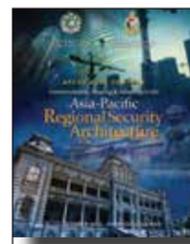
The purpose of the workshop was to bring together maritime security practitioners, academics, and security operators from around the world to discuss contemporary maritime challenges. Senior attendees included the First Sea Lord and Chief of Naval Staff, Royal Navy (UK); Commander Royal Canadian Navy; 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 vehicles; 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 special Joint Seminar on Global Security Architecture with the Australian Command and Staff College (ACSC).

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

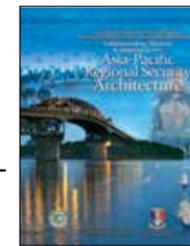
October 23-25, 2012
Honolulu, HI



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 Defence 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 civilian representatives, primarily at 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, Tessie Magaoay, Matthew Samson, Sharon Godwin, SSgt Jennifer Swain (USAF), Ian Walker, Sheri Uyehara, Kevin Cain, Christopher Conde, Clarice Say, Carla Jean Jones, Kevin Kruse, Vidal (Kai) Badua, Dean Fujimoto, Paul Goto, Debra Castro, John MacLean, Dalton Nouchi, and Daniel Park

- **Federal Employee of the Year (Clerical/Assistant):** Dorothy (Dottie) Kaneshiro

- **Federal Employee of the Year (Professional/Admin/Tech):** Robert (Mike) Hogan

- **Federal Supervisor of the Year/Manager of the Year:** Sheri Uyehara

- **Leader of the Year:** Cmdr. Paul (PJ) Tech, USN

- **Exceptional Community Service:** Lt.Col. Michael (Mike) Mollohan, Sr., USMC

- **Mentor of the Year:** Lt.Col. Ronald (Ron) Sargent, Jr., USA

The Federal Executive Boards (FEBs) were created by Presidential Directive in 1961 to foster communication, coordination and collaboration among Federal field agencies. FEBs build interagency partnerships and



The Team Excellence Award went to APCSS' Information Services Department. Pictured (l-r) are: Brad Ong, Sheri Uyehara, Kevin Cain, Tessie Magaoay, Kevin Kruse, Jerome Sajulan, Clarice Say, Vidal (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.

community involvement to create and nurture working relationships that address issues of shared interest. Currently, approximately 88 percent of Federal employees are located outside the Washington, DC area. Across the nation, in 28 locations with a high concentration of Federal agencies and Federal employees, FEBs provide a forum for local Federal leaders to share management challenges and strategies to meet agency missions and goals, identify common issues, develop collaborative efforts to address those issues, and share best practices among their peers.

Mike Hogan receives his award as APCSS' Federal Employee of the Year (Professional)



FACT SHEET

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Attendees since 19958,500+ from 99 countries

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OUTREACH

Advanced Security Cooperation (ASC)

- 42 Classes since September 1996
- 2,909 Fellows
- 59 countries
- LTC/COL/BG/civilian equivalent

Transnational Security Cooperation (TSC)

- 28 Courses since August 1999
- 614 Fellows
- 40 countries
- 4 int'l organizations
- General officer/vice-ministerial level

Comprehensive Security Responses to Terrorism (CSRT)

- 16 Courses since April 2004
- 928 Fellows • 80 countries

Comprehensive Crisis Management (CCM)

- 10 Courses since August 2006
- 545 Fellows • 56 countries
- 2 International Organizations

Asia-Pacific Orientation Course (APOC)

- 16 Courses since March 2007
- 1,338 Fellows • 16 countries

Senior Asia-Pacific Orientation Course (SEAPOC)

- 5 courses since September 2008
- 68 Fellows

Junior Executive Course (JEC)

- 6 courses • 134 Fellows

Total Alumni: 7,002

RESIDENT COURSES

ALUMNI

Alumni Associations (55)

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

*Joint alumni association with the Africa Center ** Joint alumni association with the Marshall Center.

Alumni in senior positions

- President/PM (3)
- Vice President/Deputy PM (3)
- Minister/Deputy Minister (35)
- Ambassador (102)
- Chief or Deputy Chief of Defense (15)
- Chief or Deputy Chief of Service (43)
- Cabinet or Parliament appointment (36)
- Advisor to Pres/King/Cabinet (29)



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.

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.

Asia-Pacific Center for Security Studies

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