

ASIA PACIFIC CENTER FOR SECURITY STUDIES



2007 ANNUAL REPORT

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The Asia-Pacific Center for Security Studies (APCSS) is a U.S. Department of Defense academic institute that officially opened Sept. 4, 1995, in Honolulu, Hawaii. The APCSS addresses regional and global security issues, inviting military and civilian representatives of the United States and 45 Asia-Pacific nations to its comprehensive program of executive education and conferences, both in Hawaii and throughout the Asia-Pacific region.

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## A WORD FROM THE DIRECTOR

Aloha from APCSS! This report outlines some of the major accomplishments during 2007 of this unique center. It highlights the impacts of shared learning and capacity building at APCSS, both in Asia-Pacific security practitioner leaders and in the institutions they influence at home and throughout the region. We can report that we are accomplishing our mission and clearly realizing the vision of the founders of APCSS. The APCSS experience is highly valued, recognized throughout the region and world, and dynamically adaptive to the world we live in and the challenges we are addressing today and forecast ahead.

This report documents 2007 deeds but, more importantly, details how we are meeting expectations of APCSS among our various customers, constituencies and partners, from OSD to USPACOM to regional U. S. and international officials, as well as our program participants.

Building upon a comprehensive examination in 2005 and 2006 of what APCSS was expected to accomplish and contribute, 2007 has been a year of alignment of purpose, focus, method and vision. We have come a long way, as staff and faculty committed to sustaining and improving what we contribute have worked diligently to transform systems to meet needs and expectations. 2007 has been a year of refocusing, retooling and setting conditions for a new level of “APCSS experience” value added. What we accomplished in 2007 has provided the foundation for 2008 as a year of strengthening ways, means and ends, using new and proven tools.

One area of transformational progress, never easy to make in learning institutions, has involved moving from an instructor-centric focus to a participant-centered focus. Both teacher and student are critical to the learning process, of course, but outlined below is our evolving emphasis.

Every course at APCSS is periodically updated for content currency to meet ongoing regional and global security challenges, as well as revamped in terms of methods of learning, from process to supporting means. Taking into account OSD and USPACOM security-cooperation objectives for the Asia-Pacific region, as well as real-world ongoing and anticipated Asia-Pacific security-challenges, APCSS has continued to offer new knowledge that opens minds but also enables the application of what is learned in practical ways needed by APCSS participants. Said simply, knowledge gains alone have never been enough. And expected of APCSS is a hands-on, participant-centered learning process in all that we do.

The treatment of participants in APCSS programs is as experienced life-long security practitioners, continuously adding knowledge, honing leader and teaming skills, and expanding networks of valued and trusted collaborators for the common good.

In today’s APCSS participant-centered learning model:

- Participants apply new knowledge to leader-skill growth and practice (e.g., faculty as gradu-



*Lt. Gen. (Ret.) Ed Smith*

*Director,*

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ate-school mentoring resource, vice undergraduate lecturer/proctor).

- Participants are the richest resource for each other’s learning, experimenting with faculty-provided knowledge frames of reference.
- Participants are helped to self-assess and tailor self-learning accordingly.
- Participants orient knowledge gains to role-play, research and exercise applications involving real-life tasks at hand, vice undergo a progression of curricular units alone. And,
- Participants’ learning goal is a commitment to professional contributions and accomplishments that matter in the region and world.

And, as reported by those involved in what we did in 2007, the model is proving very successful. Ditto, what is unfolding within the supporting infrastructure and staff at APCSS, as documented in this report. What lies ahead will only enrich the APCSS experience further. Thanks to all for your loyal advocacy and support.



# VISION 2025

## “Sustaining, and Advancing, a Unique, Learning Experience”

*“What is clear to me is that there is a need for a dramatic increase in spending on the civilian instruments of national security... We must also focus our energies on the other elements of national power that will be so crucial in the coming years.”*

-Secretary Robert M. Gates,  
Manhattan, Kansas,  
November 26, 2007

Annually, more than \$1.2 trillion is spent globally on military expenditures, and the United States accounts for one-half of that amount. This translates into a U.S. defense budget of \$623 billion, which is more than the next twenty nations combined.<sup>1</sup> However, as Secretary Gates suggests, the amount of resources a country spends on its military does not necessarily guarantee the security or influence that is needed or desired. “Civilian instruments,” within the whole of governments, and beyond, are equally if not more important to security as we proceed in this century. Secretary Gates’ remarks call for strengthening our nation’s capacity to leverage “soft” power and rely more on other elements of national power to achieve national and global security goals.

His remarks also support the notion that the global community faces unprecedented, interconnected and interdependent change and transition within a shared security framework, particularly among political, economic, social and ecological interfaces, regionally and globally. And, whether we are examining pandemic preparedness, impacts of global warming, corruption in governance, non-tolerance for terrorism, or socio-economic conditions, approaches to addressing these challenges remain key to potential solutions. Approaches will require facilitating the further focused development of a collaborative international institutional and leadership capacity, and willingness, to addresses complex security-related systems in governmental, business and civilian-society sectors.

While there are many organizations analyzing various trends that eventually lead

to a forecast of future events,<sup>2</sup> APCSS believes that whereas no one can predict the future, we can identify conditions as “drivers” which influence trends.

Likely “drivers” ahead impacting Security Practitioners are:  
--Information overload  
--Demographic challenges  
--Socio-economic gaps  
--Cultural (identity) conflicts  
--Critical resource competition  
--Shocks (natural and/or resulting from weapons of mass chaos or destruction)  
--Climate change, and  
--Impacts of pollution and waste, globally (Chart A)

Further, such trends help us identify security-related requirements. Uncertainty, however, is a regular “driver,” and therefore APCSS normally considers optimal security strategies as opportunity-based, vice problem-based. APCSS, in executing its mission, seeks opportunities that it believes will help influence more effective approaches to many of the most pressing security issues that threaten the region and the world. APCSS concurs that events and leaders in the Asia-Pacific region will increasingly influence developments in the rest of the world.<sup>3</sup>

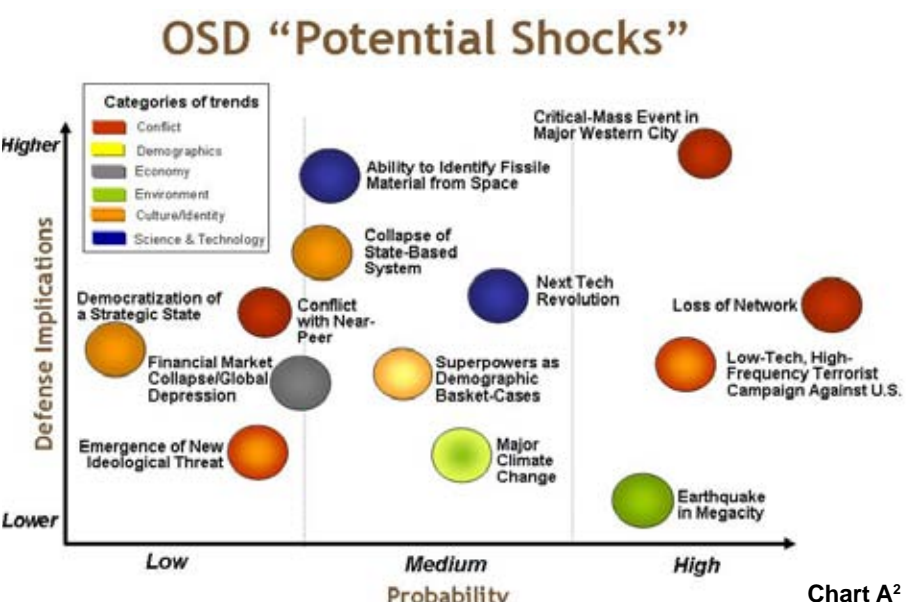
Some Asia-Pacific descriptors, follow:  
• Asia-Pacific region now has the 1st, 2nd, 3rd, and 4th largest economies  
• For the past 40 years, has had the fastest growing economies  
• Has 57% of the world’s population  
• Has 7 of the 10 largest militaries, and  
• Includes rising security competitors<sup>4</sup>

Based on current research and policy guidance, APCSS framed the following way-ahead premise:

*Today’s and tomorrow’s global challenges are of such magnitude that new types of global institutions will be needed; these institutions not only will collaborate to solve these problems but do so primarily through multilateral arrangements.*<sup>5</sup>

This foundational premise became the basis for a draft “Vision Brief” that APCSS continues to develop as it prepares its next Program Objective Memorandum and a Five-Year Plan. These documents focus our planning efforts related to identified opportunities in order to accomplish OSD and USPACOM objectives. APCSS intends to be:

*“A key node within a global educational, leader-development and information sharing consortium, all collaborating to advance strategic understanding, communications and decision-making related to current and anticipated security environments”*



This new APCSS Vision requires a broadening of our current learning environment in order to realize our potential fully. As APCSS develops its Five-Year Plan, it has started to explore ways to expand educational models, emphasizing shared and adaptive environments. This will allow APCSS alumni not only to apply new knowledge, perspectives and skills among a wider network of colleagues, but also explore shared approaches with a greater appreciation for different cultural perspectives and priorities.

Such a learning environment requires APCSS to deepen its connections to Alumni within a framework of capability to collaborate on action plans earlier considered to be too hard to undertake.

Based on this analysis, APCSS 2025 Vision has been developed to continuously identify and exploit unique opportunities that present themselves. Current APCSS initiatives include:

**-Develop an integrated, multilateral framework related to 21st century security challenges.** If we consider the Asia-Pacific region as a potential new center of gravity in world influence, perhaps APCSS’ most important contribution during the next planning cycle (POM 10-15) is to further enable a multilateral planning effort related to the interface between regional and global strategic thinking on obvious, and not so obvious, shared security challenges. The goal would be to develop a collaborative, integrated framework that encourages and facilitates consideration of all elements of international power in support of multilateral objectives in the Asia-Pacific and elsewhere. These activities would put a premium on strengthening capable states, leaders, alliances, partnerships and institutions in the Region and using the methods introduced at APCSS and throughout the Region via APCSS outreach activities.

**-Enrich and enhance Alumni Programs to further contribute to regional and global think-tanks.** Recognizing the fact that APCSS Alumni add unique value within the Asia-Pacific region, a continuing evolution in the APCSS



An APCSS Regional Counterparts Workshop shared ideas about how to better leverage future partnerships. Pictured are: Geoff Peterson, of the Centre for Defence and Strategic Studies (Australia), Ambassador Mufleh Osmany of Bangladesh Institute of International and Strategic Studies, Dr. Shanthie D’Souza of the Institute for Defence Studies and Analyses (India); and Brigadier General Park Jong Wang of the Korea National Defense University.

educational model and program would encourage and facilitate Alumni contributions to think-tanks. Essential to the success of this effort will be the addition of a user-friendly, seamless IT infrastructure, such as the Regional International Outreach (RIO) portal, that can maintain connectivity and collaboration with and among APCSS alumni and other (both U.S. and international) regional center alumni around the world.

**-Develop education and information technology that inspires collaboration and enables consensus.** Helping other countries plan and prepare for the non-military threats that transcend borders demonstrates a U.S. commitment to regional and global security-institution capacity building and lays the foundation for the beginning of multilateral pluralism vice bilateral arrangements that have typically framed, and sometimes limited, regional peace and security. The APCSS Trends Analysis Program (TAP) is focusing on integrating technology-enhanced, geo-spatial planning and preparedness tools that allow participating constituencies to anticipate complex security challenges via more informed and focused formats.

**-Diversify funding.** Currently, U. S. Regional Centers are primarily, or totally, dependent on DoD resources. This funding model presents a basic challenge in that, understandably, it exists within

an environment of hard and soft-power competition, especially as projected over the next decade. Needed is a broadened funding apparatus that uses current gift authorities and seeks to identify and integrate other authorities that would allow Regional Centers to use funding sources not associated with DoD. This addition appears appropriate, given that U.S. Regional Centers are broader in their functional focus than defense alone. Initiatives, as acceptable to OSD and other sponsors of the U.S. Regional Centers, should therefore be explored.

The best way to deter and defeat threats detrimental to global welfare and order is to promote international collaboration based on shared interests and values. APCSS continues to represent one unique and trusted capability for achieving this kind of enduring objective, using methods for expanding institutional and leader capacities within the Asia-Pacific region, and beyond, that remain actively embraced by participants.

<sup>1</sup> Stockholm Peace Research Institute shows global military expenditures at approximately \$1.2 trillion. United States’ expenditures for 2008 are estimated at approximately \$623 billion.  
<sup>2</sup> Shock and Trends Brief from OSD; STRATFOR’s 2015 Forecast  
<sup>3</sup> Smart Power Report from CISS, November, 2007.  
<sup>4</sup> McKinsey Global Institute, IISS, London – Annual Facts for Future Forecasts  
<sup>5</sup> APCSS Policy Guidance for Project Objective Memorandum, FY10-15



# Asia-Pacific Center for Security Studies

**Mission**

APCSS educates, connects, and empowers security practioners to advance Asia-Pacific security.

**Vision**

Unique Asia-Pacific center setting the standard for international executive education and leader/organizational development to enhance multi-national security cooperation and capacity-building.

- Venue of choice for security-cooperation education
- Sought-after facilitator of security solutions
- Catalyst for leader and organizational capacity-building
- Key node within information analysis and strategic understanding community
- Connector of communities of expertise and influence



Executive Course 07-1

**Goal 1:**

**Executive education programs assessed as cutting edge and alumni partnerships viewed as unique value added**

1. Execute effective and efficient programs, addressing security conditions and events, supporting OSD and PACOM strategic guidance.
2. Conduct partnered outreach activities tailored to regional needs in formats that enable long-term action planning.
3. Attract appropriate participants for all programs (eg, current and future regional influencers).
4. Conduct research and analysis programs on issues and themes that advance regional security cooperation.
5. Sustain systematic program development which leverages assessments, metrics, and best practices.
6. Optimize peer learning and network building, enabled by a multi-cultural atmosphere that breaks down communication barriers and promotes transparency, mutual respect, and understanding.
7. Build, sustain, and leverage alumni relations, networks and organizations to support life-long learning and advance security cooperation.
8. Assess on a recurring basis how well these programs advance security cooperation in the Asia-Pacific region. (Are we doing the right thing?)
9. Develop and implement assessments that build on lessons learned, innovative models, and best-learning practices. (Are we doing things the right way?)
10. Maintain a challenging learning environment that inspires enduring professional and personal relationships.

**Goal 2:**

**Professionally competent, highly respected and innovative faculty and staff members, and teams.**

1. Civilian, military, and contractor manning requirements are assessed, validated and filled appropriately.
2. Recruit and integrate highest quality personnel tailored to mission requirements.



Fellows from ASC 07-2 work together during a conflict management exercise.

3. Retain qualified personnel through appropriate recognition, compensation, training, and professional-development programs within a productive and satisfying work environment.
4. Recognize and encourage excellence and innovation within APCSS, systematically.
5. Enhance internal and external teamwork, cooperation, collaboration, and open communication.
6. Engrain efficiency and effectiveness within the APCSS organizational culture.

**Goal 3:**

**State-of-the-art infrastructure and equipment supporting all programs**

1. Provide and maintain facilities and equipment appropriate to a standard-setting executive education center.
2. Plan and manage modernization of infrastructure and equipment within appropriate timeframes, emphasizing environmental best practices.
3. Provide educational technology systems and services that enrich the APCSS learning environment

4. Provide informational technology to enable effective business practices and connect same to a global audience.
5. Prioritize information assurance.

**Goal 4:**

**Effective and efficient business practices**

1. Provide supply and service processes that are effective and efficient.
2. Comply with applicable higher authority directives, regulations and taskings.
3. Manage all resources (infrastructure, equipment, financial, and human) based upon Center priorities and in accordance with rules and regulations.
4. Conduct effective long-term planning and programming.
5. Improve systems and processes in accordance with proven management methodologies.
6. Promote, adhere to and enforce the highest ethical standards.



# Contributing to Regional Security Capacity-building

By Bryan D. Greenstein

Through its broad suite of innovative executive education, outreach, and research, the Asia-Pacific Center for Security Studies has earned a reputation for facilitating broad-based multilateral security collaboration and executing DOD and U.S. Pacific Command (USPACOM) strategic policy objectives in the Asia-Pacific region.

The APCSS operating philosophy is based on a rigorous process involving constant assessment, feedback, and consultation with regional leaders, both U.S. and foreign, which is the driving force behind the evolution of APCSS programs. This assessment-driven approach is helping forge an ever-expanding multilateral community of interagency, military, academic, and nongovernmental security influencers, all interactively connected by a network of networks, collaborating at all levels to solve the region's toughest security challenges.

Operating in direct support of the USPACOM Theater Security Cooperation Plan, the APCSS enables relationships with and among traditional allies and potential regional security partners who give DOD, as well as interagency constituents, unique returns on dollars invested. In the Asia-Pacific region, where relationships are foundational to all progress, those forged at APCSS are cost-effective, high-payoff enablers. As an investment for the long term, they work and they stick.

## Strategic Imperatives

The comprehensive security environment of the Asia-Pacific region could not be more complex. It is characterized by traditional national sovereignty issues; longstanding territorial disputes; rogue states; the threat of pandemic outbreak; increasing competition for energy resources; and humanitarian crises resulting from terrorism, ethnic conflict, poor governance, widening socioeconomic gaps, and natural disasters. These region-

al challenges give APCSS some strategic imperatives to focus its mission of educating and developing leaders to advance strategic communications and security cooperation. As a DOD institution, APCSS is uniquely postured to support long-term and emergent policy objectives identified by OSD and USPACOM by expanding the analysis of the security dimensions addressed and leveraging innovative, nontraditional approaches. The key is the focus on Asia-Pacific 21st-century leader development.

APCSS continually strives to tailor courses and regional outreach events in direct support of emergent security policy priorities. To support the war on terror, APCSS developed its Comprehensive Security Responses to Terrorism course to foster a broader understanding of terrorism, from roots to means and effects, and to share perspectives on best approaches and related collaborative requirements, for dealing with terrorism. Since April 2004, eight iterations of the course have built relationships among 395 fellows from 55 countries, the vast majority of whom are counterterrorism practitioners directly engaged in the war on terror. The center has also partnered with other regional organizations in executing 13 terrorism-focused conferences and numerous collaborative research projects, all designed to enhance regional capacity for combating terrorism, from addressing its root causes to developing multilateral response mechanisms.

Additionally, APCSS responded in November 2005 when the Secretary of Defense identified security, stability, transition, and reconstruction operations as a mission area of priority equal to traditional combat, a major policy decision reflected in DOD Directive 3000.05 and the 2006 Quadrennial Defense Review. Realizing the implications for the Asia-Pacific region, APCSS immediately began to develop its Stability, Security, Transition, and Reconstruction course

In 2006, the Deputy Commander of U.S. Central Command, Vice Admiral David Nichols, USN, traveled to Pakistan, a key ally in the war on terror, for meetings with the Directorate for Inter-Services Intelligence. Whatever apprehension he may have had regarding his ability to tackle critical issues vanished when he discovered that his Pakistani counterpart, Major General Muhammad Mustafa Khan, the Director General for Analysis and Foreign Relations, was a friend and fellow alumnus of a course on Transnational Security Cooperation held at the Asia-Pacific Center for Security Studies (APCSS) in 2001. The meeting turned into not only a reunion, but also an occasion to advance a mutually beneficial agenda.

The APCSS outreach model has yielded significant results, most recently in Cambodia and Nepal. In Cambodia, APCSS conducted an outreach event in February and March 2007 entitled "Managing Porous Borders in Southeast Asia." Attended by representatives from several countries in Southeast Asia as well as Australia, Canada, the United States, and various nongovernmental organizations, the event fostered an improved understanding of perspectives on border-control challenges and identified the next steps required to enhance regional border security collaboration.



Admiral Timothy Keating, Commander of U.S. Pacific Command meets with ASC07-2 Fellows.

to prepare security practitioners from the public and private sectors to deal comprehensively with challenges across the stability-to-reconstruction spectrum. In August 2006, APCSS completed its first course iteration, graduating fellows representing military, constabulary, diplomatic, academic, and humanitarian professions spanning Asia-Pacific nations. The 4-week course is now one of the most sought-after in the APCSS catalogue. Importantly, feedback from the region clearly indicates that alumni are leveraging the knowledge and relationships gained at the center to positive, practical effect. It was renamed in 2007 to the Comprehensive Crisis Management: Preventing, Preparing, and Responding (*see article page 27*)

APCSS and the other regional centers also stand to benefit from recent DOD strategic policy directives. For example, the DOD Information Sharing Strategy states:

*It is imperative to effectively exchange information among components, Federal agencies, coalition partners, foreign governments, and international organizations as a critical element of our efforts to defend the Nation and execute national strategy. . . The Strategy represents the first step in a comprehensive initiative to assess and modify as needed existing policies, business processes, budget allocations, and cultural perspectives. (Department of Defense, Information Sharing Strategy, May 4, 2007)*

This type of policy change gives greater thrust to information-sharing and educational technology innovations already under way that will more effectively network alumni and other collaborative partners with APCSS and each other, providing greater capacity for strategic communication, predictive analysis, and crisis response.

A continuing cycle of assessment, adaptive planning, and execution ensures that APCSS satisfies DOD and USPACOM policy directives. Specifically, OSD guidance directs the APCSS and other regional centers to:

- build institutional and security capacity
- counter ideological support for terrorism
- harmonize views on common security challenges
- educate officials on the role of security in civil societies.

At the combatant command level, APCSS programs also complement and support USPACOM's effort to execute its regional strategy. The command's major focus areas are to:

- prosecute and win the war on terror
- advance regional security cooperation and engagement
- mature our joint and combined capabilities
- posture for agile and responsive employment

- ensure that operational plans at all levels are credible.

Because APCSS programs continue to contribute positively to all the above policy objectives, both directly and indirectly, OSD and USPACOM recognize and use APCSS as a unique enabler in the broader effort to execute DOD's security strategy in the region.

## Participant-centered Education

As the cornerstone of the APCSS program suite, executive education arguably has had the greatest impact on building collaborative security capacity. Drawing military and civilian fellows working in various security related sectors, both governmental and nongovernmental personnel from the Asia-Pacific region and beyond, the APCSS participant centered learning approach and nonattribution academic environment promote in-depth examination and robust dialogue on existing and emerging security challenges common to all. An emphasis on transparency and mutual respect provides a proper foundation for relationship-building that sticks.

Attracting the right people to its courses continues to be a top priority for APCSS. The process begins with a rigorous assessment of the demographics, skill sets, and functional/ organizational affiliations desired for an upcoming course. The process continues with a close dialogue between the center's admissions branch and regional U.S. Embassies, which coordinate with appropriate host-nation government ministries or nongovernmental organizations to identify and vet prospects. Fellows sought are mid- to senior-level professionals who can best benefit from the knowledge and skills gained and the professional networks developed, and who are now or are likely to be in key positions of influence in their countries and able to work collaboratively with the United States and regional counterparts.

APCSS designs courses that allow maximum interaction between the fellows and faculty. Tailored academic lectures, guided seminar discussions, and special

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In Nepal, the success of the APCSS initial outreach event—which facilitated a joint government, military, police, major political party security-sector reform analysis conducted in September 2006—resulted in a follow-up requirement generated by the U.S. Ambassador to Nepal for a second five-workshop series addressing “Democratic Transitions and Civil-Military Relations.” In May 2007, APCSS and the Naval Postgraduate School’s Center for Civil-Military Relations partnered with the Nepal-based South Asia Center for Policy Studies to conduct the first event of the series, which focused on “democratic control of the security forces.” The event culminated with a briefing to Nepal’s speaker of parliament, by Nepali participants, on recommended next steps for specific security sector reform.

FY07 In-Res. Courses	Participants	Countries
Asia-Pacific Orientation Course		
AP07-1	54	US only
AP07-2	65	5
AP07-3	71	US only
Subtotal	190	
CSRT		
CS06-3	30	19 (US includes Guam)
CS07-1	59	26 (US includes Guam)
Subtotal	89	
Executive Course		
EC06-3	62	28 (US includes Am. Samoa & Guam)
EC07-1	47	29 (US includes AS)
Subtotal	109	
JEC (final)		
JE07-1	34	5
Senior Executive Course		
SE06-3	20	19
SE07-1	24	23 (includes ASEAN)
SE07-2	22	20
Subtotal	66	
SSTR/CCM		
SS06-2	30	15
SS07-1	32	18
Subtotal	62	
TOTAL	550	

Contributing to Regional Security Capacity-building  
(continued)

presentations by high-profile senior military officers and policymakers expose fellows to a diverse set of regional security perspectives. Fellows also benefit from the APCSS library, computer training lab, and other key support staff.

Finally, no less important than the academic program itself is a robust schedule of social activities, sports, and cultural events to allow fellows to build lasting relationships. Feedback from alumni demonstrates how these relationships have paid big dividends by enabling a more effective response to regional crises.

Outreach

Built on the success of in-residence education, APCSS outreach events are most often hands-on workshops intent on building practical capacity to address key security issues. Outreach events do not just happen; they begin with a specific need identified by U.S. and foreign leaders in the region, most often in face-to-face consultation with APCSS executive leadership. Outreach events can specifically address the security needs of a particular country or focus more broadly on multilateral approaches to common security concerns. Whatever the requirement, outreach events are meticulously designed and executed to generate constructive dialogue among security practitioners, policymakers, political leaders, nongovernmental and international organizations, regional think tanks, educators, and other interested parties. The intent of outreach is to produce actionable outputs, often in the form of forward-thinking recommendations to key senior government officials. The APCSS key value-added role is to facilitate participants’ generation of ideas and to record the results. The participants themselves develop the



Senior Fellows prepare a presentation as part of an exercise.

deliverables needed to achieve intended next-step outcomes. Furthermore, the importance of APCSS outreach is expanding, as each event further enables security collaboration, bringing together participants from organizations that may well have little to no interaction otherwise.

In the wake of recent successful outreach events in Bangladesh, Cambodia, Japan, Nepal, and Pakistan, APCSS continues to receive requests for additional support from various U.S. and regional organizations. This mission area is likely to expand and, with appropriate resources, will continue to yield huge dividends in building regional security capacity.

Innovations

At APCSS, a focused transformation continues, with a comprehensive and continuous assessment driving the overall effort. The most exciting changes are those under way in the areas of education and supporting information technology. APCSS is currently upgrading its academic facilities with the latest in wireless technology, electronic smart boards, virtual collaboration and learning portals, and Web-based capabilities for continuing education.

Additionally, APCSS is already looking at ways to promote and employ the Regional International Outreach (RIO) enterprise system, currently in development by the Defense Security Cooperation Agency, to connect APCSS with other U.S. Regional Centers for Security

Studies and their alumni. Not only is RIO expected to enhance APCSS educational programs and enable continued alumni contact, but it will also give networked security practitioners a way to respond to regional crises more proactively and collaboratively. In the near future, APCSS will launch a new Trends Analysis Program (TAP), an initiative to harness, both physically and virtually, the analytical capabilities of its faculty, scientists from the Pacific Disaster Center, nongovernmental organization coordination experts at the Center of Excellence for Humanitarian Assistance and Disaster Relief, and other agencies. (see page 11)

Finally, APCSS is expanding academic partnerships with counterpart institutions around the region. Through sharing ideas about best practices related to learning models, exchanging subject matter expertise, collaborating on research, and writing joint publications, the APCSS team can better shape opportunities and lay the foundation for enhanced academic interaction and state-of-the-art leader development. By these means, more Asia-Pacific security practitioners and key influencers will benefit in individual and partnered attempts to resolve conflict and identify solutions to common security problems.

The mission of APCSS and the other regional centers is more vital to securing U.S. interests than ever before. At a relatively low cost, the center’s programs are developing regional leaders who are networked and capable of working with the U.S. and other partners to build multilateral security capacity that is effective and lasting. To that end, the center continually strives to be forward focused, Influential in the near and long term, respected, connected, and team-oriented. The net result of its unique value-added effort is an Asia-Pacific region increasingly capable of dealing more effectively with strategic security challenges through established networks and collaborative mechanisms.

Exerpted from article written for Joint Forces Quarterly, Issue 47, 4th Qtr 2007

TRENDS ANALYSIS



Trends Analysis Program kicks off at APCSS

In August 2007, APCSS set up a team to focus on trend analysis by using expertise from APCSS as well as the Pacific Disaster Center (PDC).

The goal of the Trend Analysis Program (TAP) is to serve as a catalyst for a community of experts interested in improved understanding of disaster management (DM) and its relationship to governance and human security. TAP will contribute to efforts designed to strengthen disaster resiliency, enhance human security, and improve regional security. Our plan is a three-pronged approach consisting of virtual and ‘real’ information-sharing and data visualization techniques.

The initial product is a collaborative portal called the Asia Pacific Collaborative Security Consortium (APCSC) portal (now operational at <http://apcsc.apan-info.net/>). Our goal is to provide a high-performance, community-enhancing network that includes APCSS alumni and faculty, first-responders, decision-makers, and civilian and military disaster response organizations.

The second product of this collaboration, created in partnership with the PDC, is a

Geospatial Information System (GIS)-based analytical tool to display comprehensive security factors, risk factors, and vulnerability assessments on a scalable map projection.

A series of written products, in a format and schedule to be developed over the next two months, will be the third method of information-sharing. These products may be written by the trends analysis staff, other interested faculty, or collaborators.

These initiatives will build a community of interest and action, and in doing this we hope to increase understanding of the social, economic, cultural and other intangible factors which affect societies’ disaster resilience. The increased understanding will enable more useful and focused action to build capacity and reduce the risk of regional shocks affecting all of us.

APCSC Portal  
<http://apcsc.apan-info.net/>



In-Resident Courses FY07	TOTALS
ASEAN	1
Afghanistan	2
American Samoa	2
Australia	8
Bangladesh	16
Bhutan	2
Brunei	9
Cambodia	8
Canada	6
Chile	4
Comoros	2
Cook Islands	1
El Salvador	2
Fiji	1
Guam	3
Hong Kong	1
India	14
Indonesia	15
Laos	3
Japan	5
Kenya	2
Kiribati	0
Madagascar	3
Malaysia	15
Maldives	2
Marshall Islands	2
Mauritius	1
Micronesia	3
Mongolia	10
Mozambique	2
Nepal	17
New Zealand	8
Pakistan	15
Palau	2
Papua New Guinea	2
Peru	6
Philippines	20
Poland	2
Rep. of Korea	9
Samoa	1
Saudi Arabia	1
Singapore	9
Solomon Islands	0
Sri Lanka	18
Taiwan	4
Thailand	18
Tonga	3
Turkey	1
Tuvalu	1
United States	261
Vanuatu	1
Vietnam	6
	550

### Our Fellows... Selecting Those Who Will Effect Change

Selecting the right Fellows to truly provide comprehensive spectrum of candidates is an APCSS goal. We coordinate directly with U.S. embassies and key host-nation officials for type and quality of participants to ensure we receive the highest quality of Fellows from the broadest pool of security practitioners.

We remain very flexible from course to course in determining our allocations based on current trends and priorities. The Director’s proactive approach to visiting countries, organizations and governmental agencies is having a direct impact on our recruiting mission. This visits often expand our nominees pool to a new agency or non-governmental organization we otherwise would not have had access or contact previously.

In 2007, ASEAN sent their first representative to an APCSS. The Fellow provided a new perspective of how ASEAN fits into the security cooperation in the region. APCSS also welcomed our first Fellows from Iraq and Afghanistan who attended our SSTR Course.

Our list of distinguished Alumni who go on to fill positions of significant responsibility in their country underscores the value of APCSS is given by our regional partner countries.

We have implemented a strategy to identify to our customer countries the “tentative” courses and seat allocations prior to the beginning of FY in order to give maximum time to seek the very best candidates. This is in addition to our routine 90-120 day notification of exact seats and funding. This methodology gives opportunity to each country team to identify alternates and take full advantage of unused allocations from another country enabling us to maintain close to 100% occupancy.

The information age will push the strategy for the admissions department in attracting tomorrow’s participants. We must develop or use ideas to push the envelope ensuring candidates from various governmental and non-governmental positions that APCSS is value added to the regional issues at hand. We will continue to push for the expansion of the “who” we can fund as we see this as a significant hindrance to the expansion of our courses to International Organizations, Regional Organizations, Non-Governmental and Private Organizations and individuals that better estimates the face and flavor of real world interactions in the security realm necessary to face the problems of today and tomorrow.

### Our Alumni... Creating Enduring Links

APCSS has developed a system of Enduring Links which provide lifelong learning and networking opportunities to advance cooperation and security throughout the Asia-Pacific region. Alumni can take advantage of these capabilities using various tools to remain connected with APCSS and each other. Who are these alumni and what are some of the mechanisms used to keep them connected?

There are over 3,200 APCSS alumni from over 50 countries around the world ranging in rank from Lieutenant to General, third secretary to ambassador, and administrator to Vice President. APCSS maintains communication with these alumni through a network of personal and professional relationships and an electronic computer network. Supporting the personal and professional relationships are the APCSS staff and faculty.

**The Philippines APCSS Alumni Association has served as a sounding board for security issues at the highest levels of government. They share open discussion on security issues/ articles in a special internet group and have developed their own counter-terrorism seminar.**

### APCSS Alumni Demographics



Access to our faculty is a major part of the attraction for remaining connected with APCSS; access to over 3,000 security practitioners from across the globe is another.

To facilitate continuing networking, we encourage the formation of associations. These associations not only bring alumni together across the interagency realm within organizations of their own country, they also facilitate international interaction and cooperation among alumni from other countries.

Besides fostering interagency and international cooperation, alumni associations also have the potential to assist in selecting future APCSS attendees by recommending possible participants to the respective U.S. embassy and they also prepare selectees for courses by providing lessons learned from their personal

**The Indonesia APCSS Alumni Association has hosted its own security-related conference**

experience at APCSS. In addition to their potential influence on in-residence courses, alumni associations also enhance opportunities for Regional Educational Outreach events in host-nations and help develop partnerships between APCSS and regional education institutions. Another advantage of associations is in serving as an enabler for disaster relief efforts for natural disasters. For example, over the past several years, in response to catastrophes caused by tsunamis, earthquakes, mudslides and volcanoes, members of alumni associations have facilitated relief efforts by reporting the extent of damage and the specific nature of aid required.

In 2008, APCSS will host an Alumni Association Workshop that will focus on how to expand our security cooperation network and activities.

As a supplement to the personal and professional relationships, APCSS has developed various media to sustain connections: the monthly newsletter, the

Currents magazine, the public website, the on-line library and the Trends Analysis Program (see page 11).

APCSS distributes a monthly electronic newsletter to all alumni with email connectivity. The newsletter discusses relevant security topics and informs alumni about significant APCSS activities, including course and outreach event information, administration updates, and incorporates security cooperation news stories from alumni, their personal reports of promotions and career position changes.

“Currents” magazine highlights Center news including faculty and staff visits to the region, faculty publications, guest speakers, and an outline and photos of the various courses and conferences that APCSS conducted during the previous semester. The magazine also showcases the Center’s alumni, paying particular attention to those who have been promoted

continued on next page



# Enduring Links

(Continued)

and/or are contributing in some way to security cooperation in the region.

Our APCSS public website site features course and event information and schedules; registration information and processing; Alumni highlights; faculty bios; publications; links to other DoD and regional academic institutes; and, U.S. Policy Links features links to the White House, DoD, DoS, and International Policy site.

Also on the website is the APCSS Library on-line. Among its most prominent databases is the Military Education Research Library Network (MERLN). It is a consortium of over 30 military and academic libraries including APCSS and it is designed to foster security cooperation and partnerships within the international military education community. MERLN provides access to unique resources for civilian and military scholars offering access to seven commercial databases. APCSS Alumni have free access; otherwise a license fee, if purchased as an individual, costs about \$60,000 per year.

The library also provides access to a host of other databases including the JANES Terrorism and Insurgency Center, Military Periscope, Columbia International Affairs On-line (CIAO), and Pro Quest which allows access to thousands of on-line journals and magazines.

Whether it's the face-to-face contacts that continue to foster the personal and professional relationships forged at APCSS or whether it's the electronic links that help our alumni stay connected, both have proven to be highly valued Enduring Links and are vital to achieving the APCSS mission of advancing security throughout the region.

**The Thailand APCSS Alumni Association has hosted visits of dignitaries and other alumni. They have sponsored guest lecturers on security related topics, and have brought alumni together for security-related briefings and discussions.**



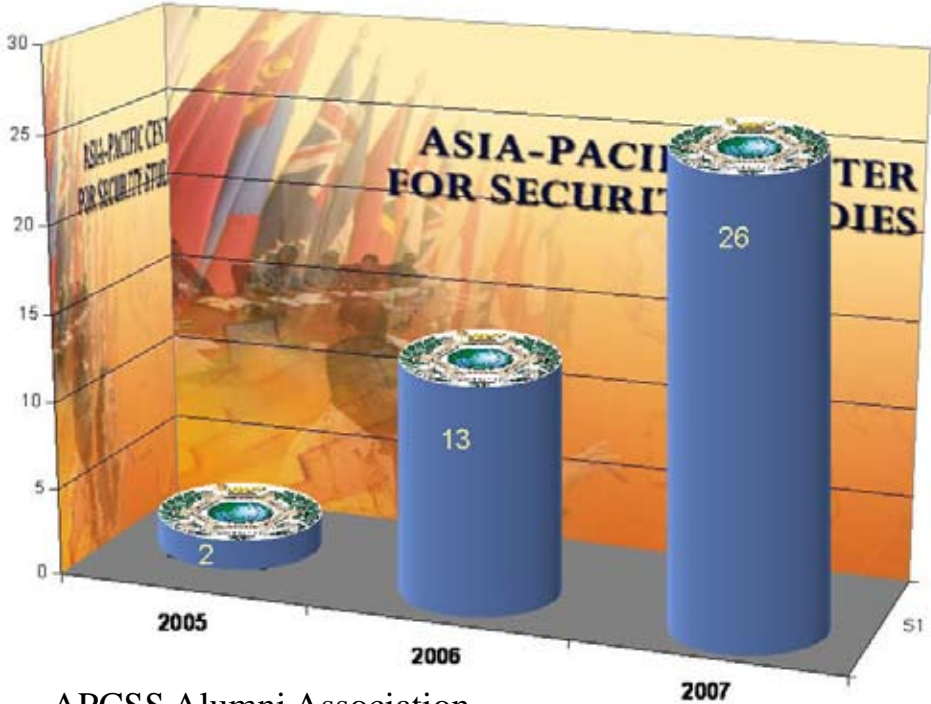
The newly chartered APCSS Alumni Association in Guam is supported by Governor Felix Camacho (center holding charter with Brig. Gen. (Ret.) Jim Hirai).



APCSS Alumni Association in Canada



APCSS Faculty with alumni in Bangladesh.



APCSS Alumni Association Growth



APCSS Alumni Association in Malaysia



The Mongolia APCSS Alumni Association has sponsored three of their own security related-seminars/conferences.

# Alumni Associations

(as of 31 December 2007)

- Bangladesh
- Bhutan
- Cambodia \*
- Canada
- Chile
- Fiji
- Guam
- Indonesia
- Rep. of Korea
- Madagascar \*\*
- Malaysia
- Marshall Islands
- Micronesia
- Mongolia
- Nepal
- Pakistan
- Palau
- Papua New Guinea
- Peru
- Philippines
- Russia \*\*\*
- Thailand
- Vanuatu
- Vietnam
- United States (Hawaii & DC)

*Pending Associations* Brunei, Cook Islands, India, Maldives, Sri Lanka, and Tonga.

- \* informal group
- \*\* Joint alumni association with the Africa Center
- \*\*\* Joint alumni association with the Marshall Center

To contact an Association please email: [AlumniDivision@apcss.org](mailto:AlumniDivision@apcss.org)



Palau APCSS Alumni Association





### Educational Philosophy:

Underpinning the academic program is the presumption that learning is a life-long activity for participants and faculty alike. Fellows come to the Center with significant national experience in applying security principles and have general educational and training background in their specific security fields but less experience in multilateral cooperation. The broad range of activities included in the academic program and the diversity of the participants requires an adaptive approach. Deepening the appreciation for cooperative approaches to security issues in an atmosphere of trust, mutual respect, transparency, and non-attribution is at the core of all the center's educational activities.



## APCSS METHOD

### Strengthening Asia-Pacific leaders and institutions via:

- **Unique executive education and leader development in Hawaii**

*Increased knowledge, improved leader skills, expanded networks and capacity.*

- **Tailored, responsive outreach workshops & conferences in the region**

*Strategic security practitioners focusing on the toughest challenges today and ahead.*

- **Focused trend analysis and forward-looking research**

*Comprehensive insights, observations, and recommendations.*



APCSS is evolving from cognitive learning models (efficient/effective information transfer) to affective learning models (changing values, attitudes, beliefs and expectations).

In-Residence Executive Education Transformation. Every course at APCSS is periodically updated for content currency as is relevant to ongoing regional and global security challenges, as well as revamped in terms of methods of learning. Taking into account OSD and USPACOM security-cooperation objectives for the Asia-Pacific region, real-world ongoing and anticipated Asia-Pacific security-challenges continue to help guide the participant-centered learning process in all courses. Most importantly, perhaps, is the treatment of participants as experienced life-long learners, vice interns, educationally. The evolving APCSS participant-centered learning model emphasizes:

- Participants are less dependent on the instructor; more-self

directed and responsible for knowledge and skill growth (faculty as graduate-school mentoring resource, vice undergraduate lecturer/proctor).

- Participants are the richest resource for each other's learning, augmenting faculty-provided knowledge.
- Participants self assess and tailor learning accordingly, vice respond to external certification directives.

- Participants orient knowledge gains to role-play, research and exercise applications of same to real-life tasks at hand, vice undergo a progression of curricular units alone. And,
- Participants' learning goals are self-actualization and better professional contributions and accomplishments, vice external pressure to test favorably and not fail academically.





## Advancing Security Cooperation and Enhancing Strategic Communication

(May 2007 – Sep 2007)

### Measuring the Impact – Immediate and Future

Measuring the effectiveness and value of an educational program is not completely a science. There is an art associated with the assessment of educational programs. While some supporting elements (budgeting, supply, etc.) of an educational program can be adequately calculated and described, other components (post-course impacts) cannot be easily measured and specifically attributed to a course or outreach event. There are various models and methods employed to help with assessing effectiveness.

**Quantitative and Qualitative Methods.** The Center supports the use of both quantitative and qualitative measures to determine success. Quantitative measures support areas such as business processes and the perceived results from education programs. Qualitative measures provide the means to analyze changes in behavior after attending courses or outreach events conducted by APCSS. In combining both quantitative and qualitative methods, evaluation results are statistical, reliable and supported by rich, descriptive, meaningful information. This combination completes the unique, value-added picture of APCSS.

### APCSS POST-COURSE IMPACTS

The main objective of the post-course report is to obtain qualitative data geared toward answering the question, “How are Alumni using the knowledge gained, skills/abilities learned, and networks developed at the Center?” Answers provided will confirm or refute the courses provided the necessary competencies for the Fellows to utilize in and improve their day-to-day work related activities. This information will validate whether the Center is meeting the goal of providing, “Executive education and development programs commonly assessed as cutting edge and high value added.”

Fellows from the ASC, CSRT, and SSRT courses received our six-month post-course survey. To further validate findings, supervisors for ASC alumni were also asked to complete a short survey. The targeted classes for the survey were Executive Course, Comprehensive Security Responses to Terrorism, and Comprehensive Crisis Management.

Course objectives are developed to ensure they could be measured against the Regional Center Core Objectives as provided in the Under Secretary of Defense for Policy’s (USDP) 20 Jul 07 “Policy Guidance” memo. Results from the post-course survey were analyzed to determine if progress was indeed made against these objectives as well as guidance from United States Pacific Command (2006 Major Focus Areas Brief).

#### Tasks

- Counter Ideological Support for Terrorism (CIST)
- Harmonize Views on Common Security Challenges (HVCSC)
- Educate officials on the role of security in civil societies (ERSCS)
- Build partner institutional capacity and operational capabilities consistent with the norms of civil-military relations.

**Harmonize Views on Common Security Challenges:** In considering the harmonization of views, one can regard this to be coming to an understanding on not only U.S. regional policies but those of other countries as well. The responses indicated there was a level of understanding developed during the conduct of the courses. Understanding “comes through contact with diverse cultures and nationalities,” leading to the ability to “discuss security issues and concerns in a more global and holistic way.” Allowing Fellows to discuss their issues and concerns “clear[s] many doubts...[and]

help[s]...to understand others points of view.” Harmonization can even occur with those with no direct link with APCSS through our alumni.

“This experience also helps me to write analytically on these issues, keeping in mind the diverse opinion presented by different fellows during the course. I felt this advantage when I presented a paper and **held discussions with my Iranian counterparts** during a bilateral dialogue on security related issues in Tehran in February 2007.”

*Fellow from Pakistan*

“APCSS helped me to develop mutual respect and better understanding for the views of representatives from other countries and thus helps me do my job better.”

*Fellow from India*

While the APCSS experience may not lead to complete agreement on the “right” way to solve security challenges, the education “will, in some way, alleviate misunderstandings and perhaps mitigate potential violence/disagreements from spreading.”

**Educate Officials on the Role of Security in Civil Society:** APCSS directly educates regional officials on the role of security in civil society; however, a true measure of success with this objective is whether APCSS alumni instruct others back in the region. Through their actions, alumni shared, “the importance of effective collaboration with other agencies [and] communication with the people whom [they] have to serve.” One commanding officer helped to develop others by “recall[ing] the discussion on ‘Good Governance’ and brief[ed his] CO’s” when his “brigade was deployed to aid civil administration in holding a free and fair election.” At times, APCSS has been able to also influence those attending a workshop as attested in the following quote.



“I have to admit, registering to this workshop [Humanitarian Assistance and Disaster Relief], [I] was a bit skeptic with what I would gain in the end. Coming out from the workshop, I realized, Brunei even though we are situated outside the ring of fire or hazards, we should not be complacent. Thus, the need [is] to recognize NDMC (National Disaster Management Centre) and endorse them with full capabilities.”

*“Blogger” from Brunei*

Alumni are helping to develop their peers and subordinates on a frequent basis and also take the opportunity to influence those in higher levels. Course graduates have “helped with policy making on the general staff...also presenting reports to the Chief of Staff and the President of Mongolia.” In some instances, the ability to educate is done by providing a “CD [that] has provided some good readings and starting points on what a reconstruction strategy should contain” to a deploying supervisor. This work in educating others does not go unnoticed as indicated below.

“He was noted to be discussing these issues in formal and informal gathering of officers and the officers were also benefited from his words. I also noted a different outlook of the Commanding Officers under him and feel that [Name Removed] succeeded in articulating their thinking process too.”

*Supervisor from Bangladesh*

Building Partner Institutional Capacity and Capabilities: A way to determine

the success of the programs at APCSS is to look at how Fellows from the region help build capacity within their country in dealing with security challenges, both natural and man-made. Attending courses encouraged one Fellow to create “a new strategic studies institute named the Bangladesh Institute of Peace and Security Studies,” and one was “motivated [to] organize APSF (Asia-Pacific Security Regional Forum).” Alumni are also coming together to improve capabilities as based on the statement from the Mongolian Alumni Association.

“The Mongolian Alumni Chapter has sponsored two conferences in Mongolia. 1) Shanghai Cooperation Organization and NATO roundtable 2) Mongolia and the Ottawa Convention to discuss the disposition of landmines issue.”

In attending courses, Fellows have been able to make “significant contributions ...and help improve forces.” Others have “added to [the] thought process in terms of inputs to in-house discussions, seminars, conferences, and research.” Alumni have taken the opportunity “to arrange...training and services to members of [the] organization to treat and prevent diseases.” Many alumni have increased institutional capacity and capabilities in their respective countries. Perhaps the best indication of increasing capacity and capabilities comes from the reflections of a supervisor from Mongolia.

“Sending Mongolians to APCSS has helped us develop democracy in our country.”

*In Their Own Words: While there are many quotes from Alumni throughout this report, the ones below represent some of the most meaningful.*

“As far as networking is concerned my APCSS class fellows are maintaining a web based group where every one take part in discussions and gives an updates about current security situation of their countries. This is a positive activity that we are not only sharing our thought, but we are still connected to each other, and it is all because of APCSS. I am also maintaining a contact with other APCSS fellows working in research field in Pakistan and frequently discuss and share my thoughts on security related issues. The APCSS networking platform helps me to identify relevant person in my field, and in a way helps me to grow my network of friends. This networking helps me out in my research work.”

“Since November 2006, I am actively participating in different conferences, seminars, meetings, and bilateral dialogues at my workplace and abroad, because the experience gained at the APCSS has not only improved my confidence, but it has also sharpened my ability to analyze different security related issues at different levels. The knowledge and skills gained at the APCSS is helping me to understand complexities of regional as well as international security related issues. This experience also helps me to write analytically on these issues, keeping in mind the diverse opinion presented by different fellows during the course. I felt this advantage when I presented a paper and held discussions with my Iranian counterparts during a bilateral dialogue on security related issues in Tehran in February 2007. I am also sharing my experience with my other colleagues and helping them out in their research activities related to security issues. The social interaction at the APCSS has helped me not only to understand about American society, but also gave me an exposure to different other cultures. This has not only cleared many doubts in my mind, but it has also helped me to understand others point of

*continued on page 41*



# Senior Executive Course: Transnational Security Cooperation

## Quantitative and Qualitative Analysis of Survey Results

The Senior Executive Course is an intensive 1-week program for current and future senior regional influencers/leaders; military officers at the one- to four-star level, as well as their civilian equivalents from the Asia-Pacific Region. Curriculum emphasizes the impact of current and future change in the region, as impacted by regional and global security threats. Course includes guest speakers, interactive seminar workshop scenarios addressing complicated transnational threats, and discussions with Senior USPACOM officials, all intended to share perspectives and further identify cooperative approaches to transnational security issues of common concern.

**Quantitative Analysis:** Chart 1 is a representation denoting the average overall course assessment based on the data received by APOC course participants throughout the year.

**Qualitative Analysis.** The following paragraphs provide a qualitative analysis of the data provided by Fellows in their end-of-course surveys. The information is grouped according to specific Regional Center Core Objectives as provided in the Under Secretary of Defense for Policy and guidance from United States Pacific Command (2006 Major Focus Areas Brief).

## Counter Ideological Support for Terrorism

*Strategic Communication.* Good strategic communication within and among nations lays the foundation to better counter ideological support for terrorism. Many Fellows now understand the importance and impact of good strategic communication. “Strategic communication has an impact at all levels, and is not restricted to the traditional definition of ‘strategic’ in the strategic/opera-

tional/tactical construct (New Zealand).” “After going through the presentation on the strategic communications, I am now able to talk and design, of course in loose fashion, the strategic communication system that could help the state in outreaching its primary stakeholder; i.e. people in general. An appropriate strategic communication system is imperative not only to keep the primary stakeholder in society informed about the program and policy of the state but also to keep society and its members – cross sections, safe, sound and secure (Nepal).”

Fellows gained key insights into effective communication strategies to better manage a crisis situation. They all agree, “media is an important subject to be considered;” {Peru} and is necessary to “take the opportunity to convey your message to the media effectively and try not to be guided by it.” {Nepal} Fellows clearly see, “listening is crucial,” {United States} and it is critical if one is to effectively communicate. A Fellow from Pakistan summed it up by stating you need to “learn to hear if you want to communicate.” Fellows now understand “effective leader communication is a key success criteria. With all the substantive content prepared, communication is

often overlooked and ‘rushed’ through. The process of deriving a solution should always include front-and-center a communications strategy to convey the intent and substance of the solution.” {Singapore}

*Strategic Planning/Decision Making.* Strategic planning and decision making are integral parts to effectively counter terrorism. Fellows stated they “understood [the importance of] more structure, [a] clearer approach and [a proper] term of reference in developing [a] strategy and plan of action (Brunei).” Others stated the course gave them an “understanding of the principle stakeholders of society, know[ledge] about the major players, and the significance of the strategic role of media in modern era, regardless of the class of society” to incorporate in their strategic planning process (Nepal). Fellows plainly stated the course improved their skills in “strategic planning and response to several [different] scenarios (Philippines).”

*Identifying & Acknowledging Security Threats.* Fellows now recognize “the importance of understanding and identifying the underlying symptoms/causes (Sri Lanka)” of security threats.

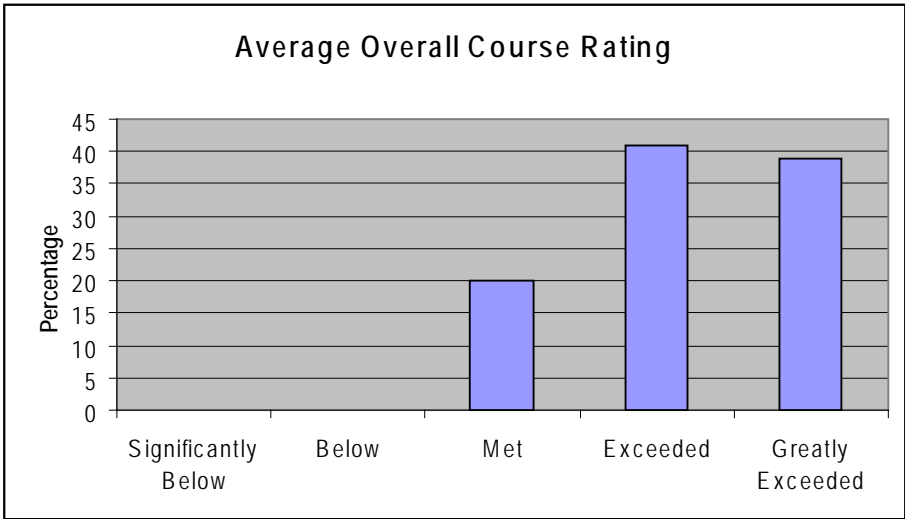


Chart 1



66 Fellows, representing 25 countries and ASEAN, attended the two senior courses held in FY2007.

One Fellow even stated that the course provided him with the information to acknowledge terrorism. Fellows now better “understand regional security threats, such as terrorism, disaster, diseases, etc. (Republic of Korea).” They received “better insight of the emerging threats which are very different from [the] traditional threats [they were] accustomed to.” {Japan}

*Improved Approach to Crisis.* Fellows resoundingly agreed they gained the crucial skills in assessing and planning during a crisis situation. Role playing during the Security Implications of Transnational Threats exercise showed them the importance of properly approaching a crisis situation. They “learned the concept process from discussion[s]” {Korea} on how to make a proper “assessment of [the] situation” {Vietnam}. They see the “proper assessment of [a] situation is important [and] to look for what are the facts and what are assumptions in the planning process.” {Malaysia} Fellows now feel they have “the skill of planning to manage crisis in a comprehensive manner.” {Indonesia} A Fellow from Nepal summed up the experience by stating, “Everyone will respond to the crisis in one form of the

other, but it is important to do it properly to get the desired result. The APCSS programme takes student[s] through this process.”

## Harmonize Views on Common Security Challenges

*Multilateral Cooperation.* Fellows recognized the importance of regional and international cooperation to solve security issues. Fellows agreed that “the connection between regional and international communities [is important] to solve regional and international problems (Indonesia).” Another key insight Fellows gained was the “importance of corporation to counter transnational threats (Sri Lanka).” These senior leaders “gained an appreciation of the impact diverse cultures and experiences can have on senior leader communications.”

The value of multilateral cooperation during a crisis was highlighted in the one-week course by the participants. “Diplomacy, transparency, trust and mutual respect are fundamental enablers for senior executive communications in a multinational environment.” {Canada} Fellows plan “to bring about better and [more] effective coordination and cooperation amongst the various stakeholders in the event of a crisis.” {Indonesia} They understand “there is a requirement to work together especially in areas of transnational security issues.” {Malaysia} “After finishing the course, [Fellows] feel that [they] have more opportunities to develop the potential of security cooperation in the region.” {Japan} The importance of their ability to cooperate is further emphasized by this statement from an Australian Fellow, “For me personally, this has been a vital course; my future role and tasks in the region will simply not work without key informal networks, based on friendship, familiarity and trust – particularly in South East Asia.”

*Networking.* The Fellows’ views and understanding of the importance of networking were increased. “The ability to discuss the issues with Fellows from across the region helped add a perspective that more fully described the issues

(New Zealand).” “It has reinforced ... [the importance] of the right networks of officials working hard enough to find common ground (United States).” “It made [them] understand that personal relationships [were] very important (Sri Lanka); and “to understand the importance of ... close friendships of policy makers of each countries (Republic of Korea).”

*Broadened Perspectives.* The course broadened Fellows’ perspectives on Regional issues and other nations’ points of view. Fellows stated they have a better understanding of “the needs and viewpoints of the group/leader who is receiving your information {Australia}” and the need to “incorporate/accommodate [the] views of all {Pakistan}.” They have a better “understanding [of] the past and present of many different cultures in this region {Peru}” and the need to be “aware of others perspective and frame of reference {United States}.” Fellows see the importance of “listening to different perspectives {Brunei}” and “accommodating divergent views to achieve common objective[s] {India}.” The course enabled them to “work as a/ in a team of individuals of very different background [where they] learned much on being respective of their races and power of diversity {United States}.”

## Educate officials on the Role of Security in Civil Societies (ERSCS)

Some Fellows stated they plan to share what they have learned from the course with others. Fellows stated they will “pass on knowledge/learning to [their] own people (Canada)” and “to other colleagues (Pakistan).” Another Fellow plans to “educate junior officers (Republic of Korea).”

***They received “better insight of the emerging threats which are very different from [the] traditional threats [they were] accustomed to.” (Japan).***



# Executive Course: Advanced Security Cooperation

## Quantitative and Qualitative Analysis of Survey Results

The Executive Course is an intensive 6-week program focusing on building relationships among mid-career security-practitioner leaders and decision-makers within the region. Fellows examine present and future regional security issues, assess regional and transnational threats impacting the Asia-Pacific region, examine the roles of all involved in security and security-cooperation programs, and practice multi-lateral, multi-national collaboration toward needed security approaches and solutions. The curriculum focuses on the non-warfighting aspects of regional and global security, now and ahead, and is divided into three modules: (1) Security Foundations & Perspectives, (2) Transnational Security Issues & Challenges, and (3) Ways, Means and Ends to Security Cooperation. Throughout the course security is emphasized as a multi-dimensional and linked mix of political, diplomatic, economic, environmental, informational, technological, social and military agendas and factors. Study and discussion emphasize cultural, as well as national- and regional-level strategies and policies.

**Quantitative Analysis:** Chart 2 is a representation denoting the average overall course assessment based on the data received by APOC course participants throughout the year.

Chart 3 is a representation denoting just some of the competency areas covered during the course. The competency ratings below are an average based on data provided by Fellows throughout the year. The ratings are based on their perceived knowledge, skill, and ability both “Before” and “After” the course.

**Qualitative Analysis.** The following paragraphs provide a qualitative analysis of the data provided by Fellows in their end-of-course surveys. The information is grouped according to specific Regional Center Core Objectives as

provided in the Under Secretary of Defense for Policy and guidance from United States Pacific Command (2006 Major Focus Areas Brief).

### Counter Ideological Support for Terrorism

*Knowledge & Understanding of Security Issues.* Fellows resoundingly declared the course increased their knowledge and understanding on security issues related to countering terrorism. Fellows stated that “before attending APCSS [they] had no idea whatsoever how important security [was] to the region especially the Asia-Pacific region. [They] realize now that [they] were left out of something very important in [their] career[s] as security practitioner[s]. After this course [they] have now the broadest knowledge of security dimension; something which [they] missed [before] coming to APCSS. [They are] blessed with the blessings of knowledge from APCSS. What [they] gained at APCSS will help [them] very much in carrying out [their] responsibilities.” {Vanuatu} They “came here with minimal understanding of the security situation in the Asia-Pacific region but throughout this course gained invaluable insights into the aspects of security. The manner in which the course was structured and ... run was superb. [They are] returning more confident with a good grasp of the issues [they]’ve learned here which will no doubt put [them] in good stead to be more effective as security practitioner[s].” {Papua New Guinea}

Fellows stated, upon completion of an Executive Course, they now had “a broader and more extensive view of the security environment” and of “the complexity and inter-connection of issues.” {Philippines, Canada} “The

process gave [them] a solid insight [in] to the concept of overall or comprehensive security knowledge and understanding” including “a larger picture of the very complex problems faced by developing countries.” {Sri Lanka} The course prepared them to deal with and “be conversant on the regional issues of big nations, smaller nations and the many issues that affect us all.” {United States}.

### Harmonize Views on Common Security Challenges

*Broaden View/Perspectives.* Fellows were impressed with the broadened and sometimes new perspectives and views the course provided them towards other cultures and countries. Fellows stated they “certainly did not have such a deep appreciation for other countries’ perspectives. Learning how people from other countries view the U.S. was unbelievably valuable.” {United States} Fellows now “better appreciate diverse cultural [and] religious opinions among [different] people and [its] effect on security.” {Sri Lanka} The course “has allowed [them] to become more open-minded when dealing with different people from different ethnic backgrounds.” {Palau} “The course enabled [them] to view [their] multi-national counterparts as ‘humans’ like [them], who can also be trusted even if they have their own interests. After this experience, I can work with counterparts from other countries with greater ease and trust, which could lead to a more productive interaction.”

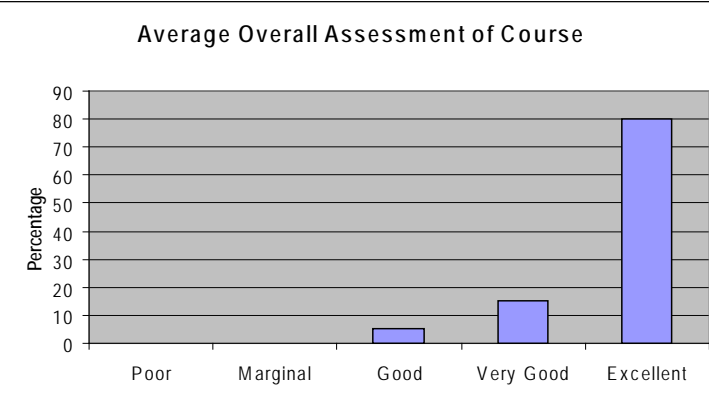


Chart 2

{Philippines} “[They] diminished [their] ignorance about the way of thinking and convictions of many countries. [This] is an invaluable improve[ment] ... and will give [them] the capacity to interoperate with different teams from different countries.” {Chile} Fellows declared they will “now start ‘making decisions’ only after considering [the] overall perspective.” {Nepal}

After the completion of the course, Fellows stated the course opened their minds and eyes to the views and perspectives of other Asia-Pacific nations. “It gave [them] the opportunity to learn from different experiences, from all over the Asia-Pacific region.” {Pakistan} They “learned a lot [on] understanding the multicultural and multinational perspective about globalization.” {Malaysia} The course “opened new doors to understanding and appreciating the different ways of thinking, perspectives and the rationale for thinking or making decisions [a certain] way.” {Cook Is.} They “came into the course with some preconceived ideas and [left] with a more educated/enlightened view of the region.” {United States}

*Multinational Interaction for Future Cooperation.* The course provided Fellows with the opportunity to interact with other nations and form bonds that would otherwise not have occurred. “The course gave [them] the opportunity to work and learn in a multinational environment with the guidance of learned professors and other subject experts. [They are now] able to understand complex scenarios in the multinational environment in a much better manner.”

{Sri Lanka} Fellows “have come to respect and appreciate more the need for cooperation and careful planning on international and interagency security tasks.” {Marshall Is.} The course made Fellows realize that “international security cooperation and interagency security cooperation are significant influences to maintain peace and stability in the region.” {Thailand} Fellows stated the course clearly showed “we must build relationships, develop trust and confidence to increase information sharing and try to identify ways to reduce obstacles and cooperate in the international fight against terrorism.” {Indonesia}

Many stated they “learned the skills [on] how to lead and share the efforts as a member of a team [which has] enlightened and encouraged [them] to face challenges [at] higher level[s].” {Taiwan} They improved their “knowledge in multinational teaming, negotiation and collaboration in responding to [a] security threat. [Their] knowledge on communicating in [a] multinational environment improved so much.” {Malaysia} As a result of attending the course, Fellows will simply “be more effective in the international/interagency realm.” {United States}

*Collaboration & Cooperation.* Fellows now comprehend the importance of collaborating and cooperating with other nations to meet security goals and effectively deal with security issues. “The course has shown [them the] complete picture of international and interagency security cooperation; how to interact with other agencies.” {Vanuatu} They now understand “international

**109 Fellows representing 24 countries attended the two executive courses held in FY07.**

and interagency security cooperation is very important” and “a nation cannot be separated from other countries because all nations are interdependent; therefore international and interagency security cooperation must attempt to face security issues and to solve them.” {Nepal, Indonesia} A Cambodian Fellow even went so far as to state, “It’s very clear in my mind [that we would improve] international security cooperation, if we could cooperate better with our American counterpart.”

*Synchronize Cooperation and Communication Strategically.* The course helped to synchronize cooperation and communication strategically for future multilateral efforts by developing Fellows’ leadership skills in these areas. Fellows stated the course helped develop the necessary skills to more effectively manage crisis and communicate strategically. They are now “better equipped to carry out [their] duties as security personnel more effectively and efficiently.” {Mauritius} The now “think more comprehensively and intrinsically in problem solving [at a] national, regional, and international level... [which will] improve [their] abilities as officer[s]... and as decision maker[s] in the future.” {Indonesia}

*Networking.* Fellows significantly expanded their networks during the course. These networks will help form the foundation needed to accept and develop long-term growth in areas like security and technology. Fellows now understand that “network leveraging is the KEY.” {Thailand} Fellows stated, “The friendships and contacts made in this course will significantly help in [their] next assignment and will aid [them] in probably any endeavor, military or civilian, in the future.” {U.S.} “It helped build relation[ships]” and gave them “the opportunity to expand [their] networks.” {Nepal, Philippines} “The contacts built here will follow [them] far and beyond [their] professional life.” {U.S.}

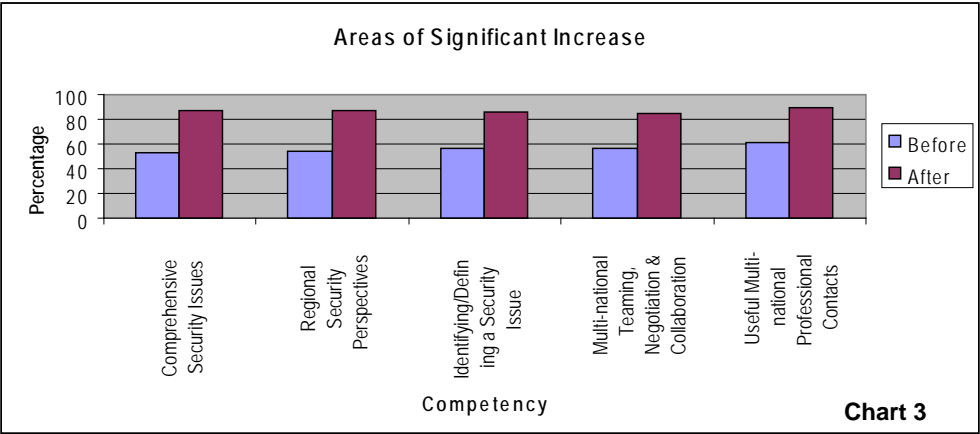


Chart 3



# Comprehensive Security Responses to Terrorism (CSRT) Course

## Quantitative and Qualitative Analysis of Survey Results

This 3-week course provides counter terrorism (CT) security practitioners in the Asia-Pacific region, as well as other countries around the world, the operational and strategic-level skills necessary to enhance their ability to understand and combat terrorism and transnational threats. Through faculty lectures, guest speaker presentations, real-world case studies, seminar discussions and tailored CT exercise scenarios, CSRT fellows explore the nature of today’s terrorist threats, better appreciate the challenges associated with countering ideological support for terrorism, achieve a more common understanding of global and regional terrorism challenges, analyze tools and capabilities for combating terrorism and transnational threat in order to promote appropriate strategies. The CSRT course is designed to build relationships between and among participating Fellows in order to develop trust, confidence and specific methods necessary for increased information sharing, reduction of obstacles to cooperation in the international collaborative effort against those who use terror to achieve goals.

**Quantitative Analysis:** Chart 4 is a representation denoting the average overall course assessment based on the data received by APOC course participants throughout the year.

Chart 5 is a representation denoting just some of the competency areas covered during the course. The competency ratings below are an average based on data provided by Fellows throughout the year. The ratings are based on their perceived knowledge, skill, and ability both “Before” and “After” the course.

**Qualitative Analysis.** The following paragraphs provide a qualitative analysis of the data provided by Fellows in their end-of-course surveys. The information

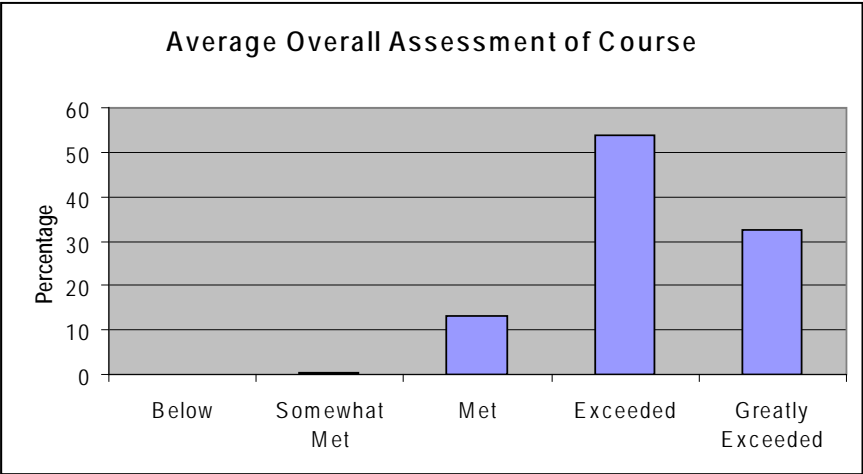


Chart 4

is grouped according to specific Regional Center Core Objectives as provided in the Under Secretary of Defense for Policy and guidance from United States Pacific Command (2006 Major Focus Areas Brief).

### Counter Ideological Support for Terrorism

**Knowledge & Understanding.** The Fellows resoundingly stated their knowledge and understanding on countering terrorism increased substantially. Fellows declared the course “broadened [their] horizon how to fight against terrorism regionally and locally.” {Kenya} They have developed a better understanding “about terrorism in the region, our concerns, as well as possible effective methods to defeat terrorist groups and their attacks.” {Vietnam} Still other Fellows stated, “Before attending [the] course [they] had little knowledge about courses of action to counter terrorism, now [I have] completely developed... views on it and [an] understanding.” {Mongolia} United States Fellows also noted their increase in understanding terrorism. “The course has changed my views on the importance of understanding, assessing, and developing courses of action to counter terrorism by providing a wide range of information in the comprehensive nature of security. As a

result of this course, I have significantly increased my understanding of trends in terrorism, both worldwide and more specifically in the Asia-Pacific region. This has lead to more familiarity with global/regional challenges and the associated common regional terrorist threats.” The Fellow from Nepal summed it up well by stating the course “provided [a] wider knowledge of terrorism, the skills to counter the problem and finally the change in my attitude to address the problem in [a] comprehensive way.”

**Breaking Down & Defining Terrorism.** In addition to increasing their knowledge and understanding of terrorism, some Fellows specifically noted that the course defined and broke down terrorism to effectively examine its causes. The course enabled them to break it down to the “actual causes of terrorism” {Philippines} and helped to “break down complex problems and concerns [to] easier understand, define and manipulate” {United States} “The course benefited [them by] addressing the core causes of the problem rather than focusing on the superficial issues related to terrorism. This enhanced [their] ability and capability to approach problems in [an] organized and systematic manner paving the way to develop strategic thought [and an] effective plan.” {Nepal}

**89 Fellows representing 29 countries attended the CSRT Course in FY07.**

**Courses of Action.** Fellows are planning to put the knowledge and skills gained from this course into action. Fellows plan to “apply all the knowledge gained ...to [their] job[s]” {Kenya} and to further efforts of “ongoing capacity building undertaken by Brunei government...in dealing with terror related issues.” Fellows plan to “develop counter terrorism policy options and to promote appropriate strategies to counter terrorism ... to develop informed courses of action [and] recommend [them] to decision makers within” and outside their organization {United States}.

Fellows in another CSRT course stated “the course gave ample opportunity to learn and assess the courses of action to counter terrorism through lectures and presentation by distinguished guest speakers from different parts of the world {Bangladesh}.” They “learned many ways of analyzing the threat and developing the more suitable courses of action {El Salvador}.” They now have the “ability to formulate courses of action to counter terrorism after taking the course {Philippines}.” The course enabled them to better “assess the situation and to form [a] strategic plan and put it into action {Malaysia}.”

### Harmonize Views on Common Security Challenges

**Perspectives on Cultural & Ethnic Diversity.** Fellows stated the course broadened their perspective on cultural and ethnic diversity. Fellows now “know more about different...points of view for many problems.” {Poland} The course “demonstrated that CT courses of action will be perceived differently by persons of different cultures/countries.” {United States} “It has opened [their] eyes to view issue[s] in [a] wider dimension” [that are] “diverse and interwoven with the ideologies, culture, socio-economic areas of humans.” {Nepal}

Fellows even stated “the course changed [their] views [very] much; especially working together with all [their] friends

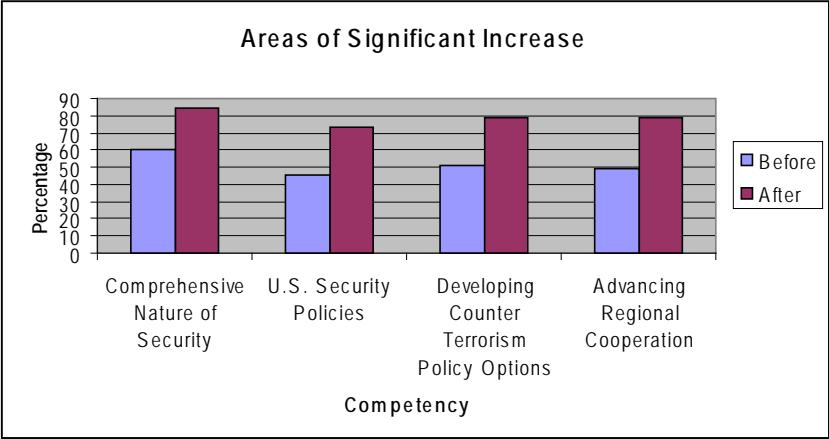


Chart 5

in [the] seminar rooms {Turkey}.” They “now stand better informed about the views and different perceptions on terrorism prevailing in various countries and regions {Pakistan}.” “The course has changed [their] views dramatically. It has made [them] more aware of the current situation, the real threats we are now facing as individuals, in particular, and as a nation, in general, and to be more involve[d] in the fight against terrorism {Philippines}.”

**Cooperation.** Without a doubt, the course enhanced and increased Fellows’ ability and desire to cooperate with other nations to counter terrorism. Fellows stated the course “enhanced cooperation and relations among Asia-Pacific [nations].” {Guam} Fellows have “modified [their] knowledge about terrorism [and now] understand and agree with the importance of working together against it.” {El Salvador} “‘Cooperation’ is the best word to describe values of this course.” {Poland} The “fight against terrorism is not a one man show.” {Nepal}

### Educate officials on the Role of Security in Civil Societies (ERSCS)

**Educate Others on Knowledge & Skills.** Fellows intend to educate others in their country on the role of security in civil societies based on the knowledge and skills gained from the course. A Filipino Fellow will educate others “by conducting lectures and being chosen as a member of a panel in any counter-terrorism seminars/workshops [and] share

[his] insights/views with [the knowledge he has] gained.” Some Fellows plan to “translate all materials from this course and include them in training program[s] to counter terrorism.” {Mongolia} Still others plan to “train the trainers” {Pakistan} with their new-found knowledge and skills. Many will “share it with [their] other colleagues back in [their] country who work in the same field (CT).” {Indonesia}

Many Fellows plan to educate others on the role of security in civil societies based on the knowledge and skills gained from the course through lectures, courses, and various training methods. Some Fellows plan to write “a report about this training course and submit [it] to [their] department. [They] will share [their] knowledge with other[s]...in [their] department and [place it] in the training manual for new officer[s] {Nepal}.” Fellow plan to “conduct classes for [the] officers in [their] squadron with [the CSRT] course materials {Sri Lanka}.” Those who are professors plan to “adopt these knowledge and skills to input [into their] lecture and...seminar {Korea}.” Others will “prepare some comprehensive lectures [for] academic training {Mongolia}.”

**Fellows declared the course “broadened [their] horizon how to fight against terrorism regionally and locally.” {Kenya}**



# Comprehensive Crisis Management (CCM) Course

(formally Security, Stability, Transition & Reconstruction)

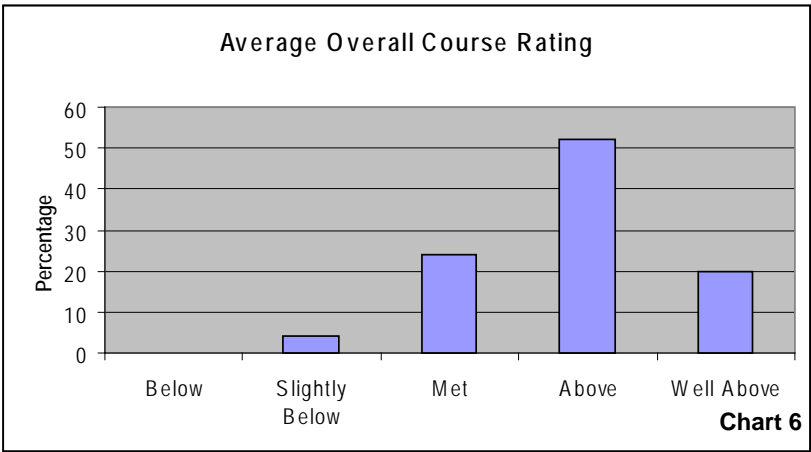
## Quantitative and Qualitative Analysis of Survey Results

The 4-week CCM course exists to educate and socialize regional security practitioners into a “Community of Expertise” that values collaborative regional efforts at comprehensive crisis management and is equipped with the knowledge and tools needed to support those efforts. Additionally, the course seeks to build regional security capability through the development of individual leader skills in critical thinking, communication and collaboration which can be applied not only to CCM situations but to any collaborative effort. The course is based on the broad notion that regional security is significantly enhanced by collaborative efforts at preventing, preparing for or responding to any crisis—natural or man-made—that threatens stability within nations within the context of national sovereignty. By helping others help themselves, the entire region benefits.

**Quantitative Analysis:** Chart 6 is a representation denoting the average overall course assessment based on the data received by APOC course participants throughout the year.

Chart 7 is a representation denoting just some of the competency areas covered during the course. The competency ratings below are an average based on data provided by Fellows throughout the year. The ratings are based on their perceived knowledge, skill, and ability both “Before” and “After” the course.

**Qualitative Analysis.** The following paragraphs provide a qualitative analysis of the data provided by Fellows in their end-of-course surveys. The information is grouped according to specific Regional Center Core Objectives as provided in the Under Secretary of Defense for Policy and guidance from United States



Pacific Command (2006 Major Focus Areas Brief).

### Harmonize Views on Common Security Challenges

**Good Governance.** Fellows resoundingly stated the course changed their perspective and gave them a better understanding on the significance of good governance with respect to SSTR. Fellows now “realize that it takes good governance to push for all the objectives SSTR aims to achieve. Without good governance, the significance of [their] efforts on establishing and creating security and stability, going about transitions and transformations and reconstruction are reduced and becomes only temporary. Good governance is the heart and soul of SSTR as this carries out whatever SSTR laid out in the initial stages.” {Philippines} The course enabled some Fellows “to clarify certain doubts [they] had initially [about] good governance really [having] a major impact on SSTR.” {Sri Lanka} A Bangladesh Fellow was most succinct when stating, “Good governance is the pillar of SSTR operations. Without established good governance no other factors can lead to the goal.”

**Perspectives of Other Nations.** Fellows recognized and learned about the perspectives of other nations on the importance and process of SSTR in

each other’s countries. Fellows valued hearing about “the way some countries define and interpret the whole notion of SSTR [that was] totally different to another people/country.” {Malaysia} Fellows stated that understanding what SSTR “actually means to different nations...directly impacts the nature of the way [they] need to plan and organize.” {United States}

Fellows now understand the relationship between good governance and stability operations. “It made [them] realize that good governance gets the mission half done. Therefore it takes a credible government first to change the minds of the people and stakeholders to affect the amount of change the host nation wants.” {Philippines} “Good governance is a good vital importance to SSTR, without which SSTR may not see the required positive [results]. Even all the good intentions and hard work may fail if good governance can’t be ensured.” {Bangladesh} Through this course, Fellows now “know more what is good governance and what is bad governance in relation to stability, security, transitions and reconstruction;” {Indonesian} and understand that “good governance is the key factor to make the nation stable and secure.” {Nepal}

**Networking, Coordination, & Cooperation.** Fellows stated they will use

their increased networking capability for future networking, cooperative, and collaborative efforts. Their “networking capability can be used to coordinate with other players, potential players and players who are deemed helpful in multilateral efforts. This can help muster international support and recognition for future efforts.” {Philippines} Fellows will use “all out effort to continue [networking] future multilateral effort[s].” {Bangladesh} Fellows plan to stay “in touch with [APCSS] Fellows from other countries [to continue] networking and strategic communication.” {Indonesia} This “networking capability [will] result in [a] better and quick[er] source of coordination tool.” {Pakistan}

**Facilitate Greater Multilateral Cooperation & Collaboration.** The international relationships formed during the course create a unique bond among Fellows that continues long after the course has completed facilitating greater multilateral cooperation and even collaboration. Fellows stated, “It’s not only SSTR process, but also [the] relationship[s] we have gained make us understand and trust each other, coalition forces. We can share all kinds [of] information, intel exchange among friends in the Asia-Pacific Region.” {Thailand} “It has provided [them with] a good platform and another dimension to [their] relations with [the] international community” {Pakistan} providing them with “the ability to call a ‘friend’ and have a more casual discussion about a topic ... as official channels can at times be slow and cumbersome.” {New Zealand} They plan to use their new relationships to “provide [them] with their experiences and knowledge in stability operations and how they go about solving them. Exchange of ideas and knowledge is very important and useful in making the multilateral efforts work.” {Brunei} One Fellow is “planning to apply this knowledge on coalition forming in the local setting [by] getting together NGOs, the military, and the government agencies to work together.” {Philippines}

**62 Fellows representing 19 countries attended the SSTR Course in FY07.**

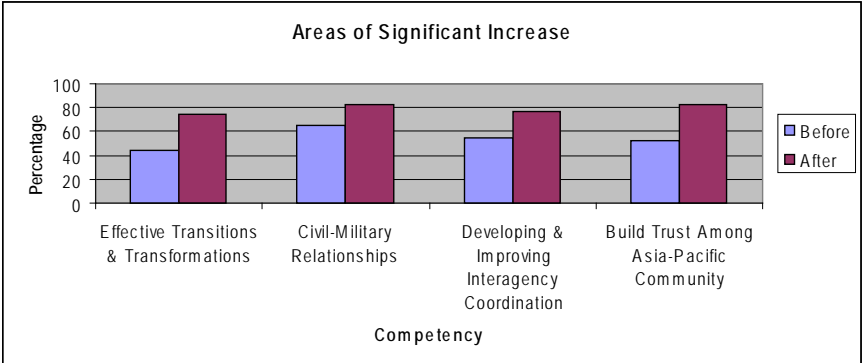


Chart 7

### Educate Officials on the Role of Security in Civil Societies

**Share & Educate Others.** Fellows plan to share and educate others on the role of SSTR in civil societies. Fellows plan to transfer their knowledge to other officers in their unit {Indonesia} and “impart [their] skills to [their] subordinates.”

{Papua New Guinea} Fellows believed it was “very important [to] integrate [their knowledge and skills] in the region for peace, stability, [and] security.” {Cambodia} Fellows ultimately believed “it would be criminal if [they] did not share this concept with others back home [and] introduce more people to the concept.” {India}

## “Comprehensive Crisis Management: Preventing, Preparing, and Responding”—a new face for SSTR course

Since the 2005 Boxer Day Tsunami, the international community has spent a lot of time and effort thinking about how to respond to catastrophic natural events. That effort has occurred as military and diplomatic forces were also looking at responses to man-made emergencies. Both groups evolved towards a recognition that prevention and mitigation was the most cost effective approach while continuing to see rapid, effective response as both a human and political imperative.

APCSS’s Security, Stability, Transition and Reconstruction (SSTR) course was born during the initial thinking about responding to man-made political/military disasters and was heavily influenced by U.S. thinking. SSTR was a US term of art that was not well understood in other nations and which led to uncertainty about US policy aims. Writings about SSTR also lacked clear boundaries; often they implied that SSTR was everything a nation did except for traditional warfare.

The new course title, CCM, is aimed to shift focus of the course in line with current thinking about how to deal with both man-made and natural crises. Crises are comprehensive in nature; they involve, in interdependent ways, all elements of security (political, social, economic, military, etc.) and multiple, interactive players (domestic, international and non-governmental.) The degree to which we can build resilience into our societies will greatly influence the long-term impact of any crisis. While crises are often thought of as time-bound, having a beginning and an end, in fact they have deep roots in the past and long shadows into the future. A major skill involved in crisis management is the smooth interplay between routine activities (normally focused on building a better, more efficient society) and the extraordinary requirements of life saving and damage mitigation throughout the life-cycle of a crisis situation.



# Asia-Pacific Orientation Course

## Quantitative and Qualitative Analysis of Survey Results:

The Asia-Pacific Orientation Course (APOC) is a one week program that provides an orientation on trends and current issues shaping the Asia-Pacific security environment. APOC 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. This rigorous program of lectures, interactive sessions, sub-regional break-out-sessions and seminars better equips graduating course Fellows with policy perspectives and tools important for duties at U.S. PACOM, its components, and interagency organizations/headquarters.

**Quantitative Analysis:** Chart 8 is a representation denoting the average overall course assessment based on the data received by APOC course participants throughout the year.

Chart 9 is a representation denoting just some of the competency areas covered during the course. The competency ratings below are averages based on data

provided by Fellows throughout the year. The ratings are based on their perceived knowledge, skill, and ability both “Before” and “After” the course.

**Qualitative Outcomes:** The analysis below is built using the comments provided by Fellows in their end-of-course survey. This information represents some of the common areas regarding the knowledge gained and how it will be applied in future job related activities.

*Knowledge & Understanding of A-P security issues.* Fellows resoundingly declared the course increased their knowledge and understanding on Asia-Pacific regional issues. “This course gave a great overview of the area. It gave [Fellows a] better understanding of what we are doing in the world and some of the challenges that we face.” It “allow[ed] for better understanding of issues confronting AOR [Area of Responsibility] countries,” and “why these issues exist and how to better handle them.” Fellows specifically stated the course was “helpful in identifying and prioritizing GWOT [Global War on Terrorism] threat in AOR, in understanding better key bilateral relationships in AOR, in appreciating issues related to China and Taiwan, [and] in understanding Is-

**224 Fellows representing 6 countries attended the APOC/JEC Course in 2007.**

lam and its relationship to key states and organizations in AOR.”

*Application.* The additional knowledge of regional issues Fellows gained will be used to better perform their current job requirements. Fellows will use their additional knowledge on security to “better predict and react to the daily issues and incidents around the region.” One Fellow stated he would be better able to “conduct [his] efforts in the drug suppression world.” Still other Fellows acknowledged what they learned will help them in “determining military options when putting together facts and assumptions prior to planning. It will help [them] gain a better picture of the relationships of surrounding countries and the limitations and constraints strategic planning faces. [They] believe the operational plans and actions will be better justified using the material received here.”

The following paragraphs provide a qualitative analysis of the data provided by Fellows in their end-of-course surveys. The information is grouped according to specific Regional Center Core Objectives as provided in the Under Secretary of Defense for Policy and guidance from United States Pacific Command (2006 Major Focus Areas Brief).

### Harmonize Views on Common Security Challenges

*Broaden View/Perspectives.* The course broadened and changed perspectives by enabling Fellows to listen and consider other countries’ points-of view. Fellows now “understand how different actors from different regions and backgrounds differ in perspectives.” {Brunei} They added the course “will allow [Fellows] to further explore the region and its issues from a firm foundation and from various perspectives.” {Canada} “This experience will assist [them] in refining [their] strategic communications assessment process...[with] at least a slightly better

understanding of what does and does not resonate with foreign engagement partners. This provides a baseline for recommending changes in engagement so as to better suit the needs of TSCP countries of interest, while at the same time meeting U.S. objectives.”

After the completion of another APOC, Fellows specifically stated the course “opened [their] eyes more on the inter-relational dynamics involved and have moved beyond the DIME model of elements of power.” “It opened [their] eyes on how dependent each state is to one another.” A Singaporean Fellow affirmed that “it allowed [him] to have an appreciation of how the American defense establishment views the world, especially in the area of threat perception.” Fellows are now “more inclined to consider other possible interpretations of events, trends, etc.” Discussions with instructors and other Fellows “forced [them] to reconsider [their] narrow perspectives.” Their “perspective[s], as a result of the course, [are] more global/regional.”

*Increased Knowledge & Importance of Security Cooperation.* Fellows resoundingly declared they increased their knowledge and understanding on the importance of regional security cooperation. “The course provided [them] a better insight to how the interagency processes work.” They “now realize that international and interagency security cooperation is the key to meet disparate nation requirements within the AOR.” Fellows are “convinced more than ever, that security cooperation needs to be enhanced throughout the region.” “Cooperation is needed to build momentum, keep dialogue open, build trust and encourage transparency, and finally strive for stability and security for those areas involved.” The course also “served to make [them] more aware of

efforts being undertaken on the part of nations, governments and organizations to see the region grows and moves forward in a harmonious way.” “APOC ... further support[ed] [their] belief[s] that there should be greater efforts to foster international/agency cooperation for the greater good.”

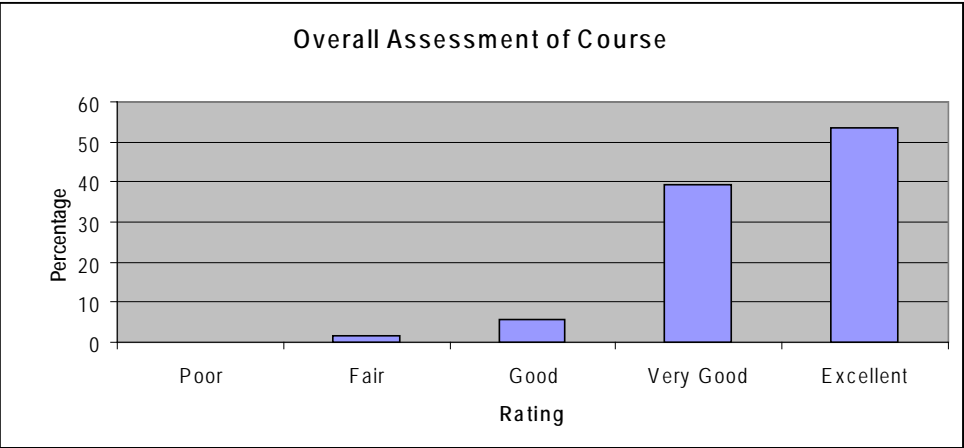
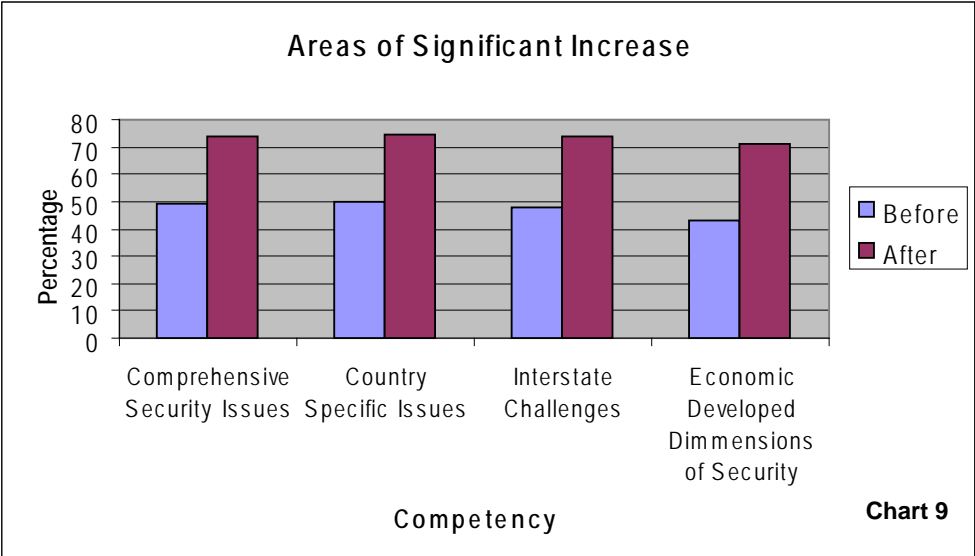
*Recognizing Challenges Facing Cooperation.* Fellows more fully recognize the complexity and challenges facing security cooperation. The course “helped [them] realize the myriad difficulties facing this complex and diverse socio-political environment. [They] now realize the challenges facing competing interests in the region will affect U.S. foreign policy for the foreseeable future.” Through the course, they “have seen the complexity of the security issues at hand, and the necessity to continue dialogue with other agencies and nationals.”

*Broadened Views & Knowledge of Security Cooperation.* The course significantly expanded the Fellows’ views and knowledge on the importance of security cooperation. Fellows have “changed [their] view[s] to place a greater importance on these cooperation efforts.” “This course has taught [them] to think outside the box and expand [their] knowledge base in regards to security both international and interagency.” It has “opened an entirely new mindset up to [them]. Reinforced/reminded [them]

to realize that just because we may be culturally different in the extreme, there [are] still tremendous opportunities to find common ground.” They now “believe that cooperation is the only way to move forward.” The course “has opened their eyes to the possibilities and need for increased interagency security cooperation” and “has cemented and expanded [their] views on the need of cooperation” to include their “views of international and interagency security cooperation.” Fellows have an “enlightened ... understanding of cooperation.”

*Networking.* The course provided and expanded the networking abilities of the Fellows enabling them to further advance regional security and cooperation. Fellows agreed that “networking and meeting new people within the DoD and other government agencies [was] most productive.” “Lectures and interaction with instructors and other fellows [have] expanded [their] network[s] and breadth of knowledge to provide greater avenues for execution of work related issues.” “The contacts made at APCSS will benefit my job greatly.”

***Fellows now “understand how different actors from different regions and backgrounds differ in perspectives.” {Brunei}***





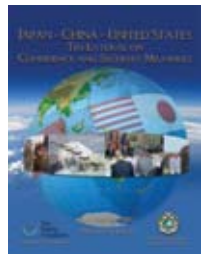
## Outreach EVENTS AND CONFERENCES FY 2007



Hawaii's governor Linda Lingle (in red) and other state and federal leaders attend the Global Tempest Exercise.

### Exercise Global Tempest

Honolulu, Hawaii, December 9, 2006. Sixty-eight attendees from the federal executive and state level participated in this one day conference. This conference examined the strategic implications of a global influenza pandemic and analyzed the range of U.S. preparedness, detection, response, and containment options available throughout the pandemic alert and pandemic period.



### Working Group On Trilateral Confidence And Security Building Measures.

Honolulu, Hawaii, 10-11 January 2007. This working

group was co-sponsored by the Stanley Foundation. Twenty-one representatives from the China, Japan and the United States participated in the first meeting of this multi-phase project. This meeting developed a tentative consensus on where to focus the efforts of the national teams in order to establish concrete and realistic confidence and security building measures that can be implemented to contribute to reducing the dangers of misunderstanding, miscalculation, and conflict, and to the misapprehension

of military activities. The working group made progress toward developing a common language and understanding with which to discuss possible confidence and security building measures between our three countries, established a menu or list of both traditional and non-traditional confidence and security building measures for the national teams to explore, and produced

a common timeline for future meetings and the submission of the proposals of each national team.

### CAMBODIA

### Managing Porous Borders In Southeast Asia: Building International Cooperation, Good Governance and Intra-Government Cooperation.



Phnom Penh, Cambodia, 27 February – 2 March 2007.

Forty representatives from Australia, Burma, Cambodia, Laos, New Zealand, Thailand, the United States, Uruguay and

Vietnam participated in this conference. This conference examined how various levels of inter-agency officials in the governments of South East Asia nations coordinate and share useful information to delineate and control borders and correspondingly deal with all forms of trafficking challenges, including human, drug, weapons, and animals, as well as terrorist transits and disease control. Break-out group discussions specifically address management techniques, pro-

cedures, technology and organizations related to efforts conducted by governments and non-governmental organizations in mainland South East Asia.

### Qualitative Survey Results:

*Application to Current Duties.* Participants plan to take action and apply what they learned to improve porous border issues. They plan “to apply [their new-found knowledge] to [their] work” and “develop an action plan in order to influence the right [people] to make changes.” They “will continue [to] help countries in the region with border control and better border management” to improve the security of their country. *Policy Changes.* Other participants plan to initiate policy changes on border control. They stated they plan to “advise for policy development changes” and make “policy recommendations.” This course of action coupled with training, cooperation and coordination, and application will result in improved border security.

*Cooperation & Collaboration.* Participants stated the outreach provided them a better understanding of the need for cooperation and collaboration among Southeast Asia countries. This event enabled them to meet and interact with people from different countries providing them with a relevant network of professionals. Participants plan to use and build on this foundation of cooperation to collaborate with other Southeast Asia countries to better meet the challenges of border security. The opportunity “to meet relevant people, test the commitment and encourage further cooperation [for] sharing [and] illustrating ongoing projects” contributed greatly to their understanding of various transnational

### Cambodia

*Participant Feedback:* “The exchange of operational experience and their thoughts/theories to broaden perspective better meets the challenges of porous borders.”

*Follow-on Event (Malaysia):* Managing SE Asia porous borders in the Maritime Domain

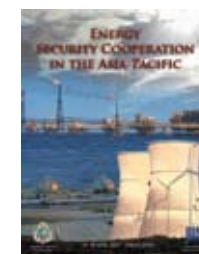
challenges associated with porous borders. The participants stated they better understand “the need to enhance regional and international cooperation.” They realize “regional/international cooperation is essential for success” in meeting the challenges associated with porous borders. This event allowed them “to identify control organizations and processes for sharing border control” and “points of contact within the region to conduct further coordination.” They now understand that “friendly cooperation and communication within country capacity building...is a need for developing countries so that they understand the issues.” They plan to identify the next steps forward by utilizing this “wider network [of] other friends and agencies in designing and implementing future border control activities in this region;” and to “build [upon this] network to [accomplish] follow-up action” with other countries and, specifically, “to take joint action with Laos, Cambodia, [and] Burma.”

*Sharing Views & Broadening Perspectives.* Participants stated that listening to other countries’ views on border control issues broadened their perspective which contributed to their overall understanding of transnational challenges associated with porous borders. Participants found it “very useful to hear the various country experts and to hear of particular problems/issues that may be acting as a drag on progress.” They stated this outreach enable them “to exchange operational experience and their thoughts/theories to broaden [their] perspective” to better meet the challenges of porous borders. Participants stated the event was most useful in “broade[ning their] perspective on border situations, [giving them] different perspectives on looking at the problems and different ways of handling the problems for this region.” They stated that the on-going “dialogue with [other] participants” enabling the “exchanging [of] ideas and experiences” was most valuable to better meet the challenges associated with porous borders. Participants also stated this event changed their perspectives on border control challenges by increasing their “trust and confidence” in other

countries. They now know that “building trust among partner countries is needed to solve border control challenges in the region.” Outreach events like these provide the foundation to build the necessary trust and confidence throughout the region to promote cooperation and collaboration.

*Knowledge on Border Issues.* Participants stated their perspectives were changed by substantially increasing their knowledge on border control challenges. “This event provided great insight into the complexity of the issue.” They “learned much concerning the issues and gain[ed] a better understanding of how to support future policy development.” Increasing their knowledge on border issues not only changed their perspectives on border issues, but also allowed them to identify next steps forward to improve border control. Participants stated the event allowed them to identify next steps forward by “better understanding how to tailor future policy and gain better regional buy-in through incorporating the comments and suggestions of regional participants.” “It provided info[rmation] into identifying the areas at the local as well as international level in improving border control.”

*Educational Sharing.* Many participants stated they plan to report and share the valuable information they gained from this event. They plan to “report to the high ranking officers” and “suggest and recommend and convey” the information to others. Participants plan to train others on what they learned and to “identify training areas which might improve border control and cooperation in the region.” They also plan to “coordinate military training [to] facilitate capacity building of security forces to better manage border and internal security.”



### JAPAN Energy Security Cooperation in the Asia-Pacific

Tokyo Japan, 17-19 April 2007, co-host-

ed with the Japan Institute of Interna-

tional Affairs (academically independent institution affiliated with the Japanese MFA ). Conducted event based on Ambassador Thomas Schieffer’s (USEMB Japan) proposal for a multi-national forum to improve regional understanding and cooperation on Asia-Pacific energy issues. 41 participants/observers from Australia, China, Japan, Kazakhstan, Lithuania, Panama, ROK, Russia, and U.S. met to develop a framework for characterizing dimensions of Asia-Pacific energy security, to identify areas for coordinate institutional and policy action, to re-examine existing, and formulate fresh regional approaches to energy management, and to articulate effective strategies for sustained cooperative action. The Conference provided a unique venue for robust and candid discussion of various national perspectives and policy options among senior security practitioners and energy experts.

### Qualitative Survey Results:

*Promoted Communication.* Participants stated this event provided them with a needed venue to discuss important energy security issues. “Presenters [were] candid about their views and support[ed] them well.” Many important energy issues were discussed. “Nuclear power was sufficiently discussed; [as well as] transportation safety and security, [and] energy investment.” The outreach really showed that “communication is a critical tool in resolving these issues.”

*Enabled Understanding Different Perspectives.* Participants acknowledged they now have a better understanding of other nation’s viewpoints on energy issues. The event “brought together a wide range of persons with differing viewpoints” which “contributed to better understanding of different and competing perspectives.” Understanding the viewpoint and perspectives of other nations is the first step toward harmonizing views.

*Enabled Cooperation.* With nine countries represented participants affirmed the event provided them with the ability to cooperate important energy issues with other nations. They were able to “develop modes of potential coopera-

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tion; and created networks that can be tapped for future action and policy direction.” This “makes it possible for actual acts/proposals of cooperation to emerge on solid grounds.” Cooperation directly leads to harmonizing views.

*Research.* According to participants stated the event spurred their desire to further research areas that could be beneficial in ensuring energy security. Participants stated they plan to “spend more time researching issues” and “areas where [their] expertise is relevant.” They also listed some specific areas of further research like “maritime energy security” and “availability of fossil energy.” One participant even plans to “review International Financial Institution issues on nuclear [energy] with colleagues and look at opportunities for supporting Asian-Pacific power sector links in conjunction with USAID’s existing programs.”

*Sharing Information.* Participants plan to share the information gained during this event with colleagues and leaders to generate more understanding and support on key energy security issues. Participants “will work hard to disseminate key points to associates back home, including those with industry, government and more academic circles.” They “will bring important points to the attention of leaders in the Pacific region through [their] positions in non-government organizations.”



**NEPAL**  
**Democratic Control of the Security Forces Workshop**

Kathmandu, Nepal, 28-31 May 2007.

In conjunction with Center for Civil Military Relations (CCMR) and the Nepal-based South Asia Center for Policy Studies (SACEPS), APCSS conducted event within the frame of an IMET-funded series of events on “Democratic Transitions and Civil Military Relations”. Participants included 6-10 Nepali officials from six major political parties of the Seven Party Alliance (SPA) in Nepal, as well as 3-5 representatives

from smaller youth-based parties; 15-18 officials from the Nepal Army, Nepal Police, Armed Police Force and the government’s Defense and Home Ministries; 5-8 security analysts and academics from the Nepal-based Centre for Nepal and Asian Studies; and U. S. Ambassador J Moriarty and his Nepal country team. These events were based on U. S. Ambassador Moriarty’s desire to support governance-strengthening events that would build on the results of an APCSS-Center for Nepal and Asian Studies (CNAS) co-sponsored workshop in September 2006. Intent was to enhance the capacity of Government of Nepal (GON) institutions and leaders during their ongoing Democratic transition. This Workshop provided a unique venue for further robust and candid discussions among various political and bureaucracy leaders, highlighting the sharing of current security-issue perspectives.



**BRUNEI**  
**Disaster Management Workshop**

Dates: 30 July - 2 Aug 2007

With a focus on disaster management, this workshop was co-sponsored by Brunei’s National Disaster Management Centre (NDMC) and APCSS. Comprised of stake holders in the management of disasters, attendees included representatives from government and non-government agencies, and the private sector.

Included in discussions were (1) disaster-relief management facility requirements;

(2) procedures for timely and accurate situational understanding of the various dimensions of the disaster; (3) methods of coordinating and supervising internal government and non-government response efforts; and (4) managing the interface with involved external organizations

Speakers at the event included: Mr. Yahya Bin Haji Abdul Rahman, NDMC director; Mr. Khamphao Homphangna, chairman of the ASEAN Committee on Disaster Management (ACDM); Dr. Zulkarnain bin Hanafi; Mr. John Liven-good of the Pacific Disaster Center; Mr. James Petroni, a disaster management specialist; and APCSS Professors Butch Finley and Tom Peterman.

**Qualitative Survey Results:** *Cooperation & Collaboration.* The workshop significantly increased Brunei’s disaster preparedness by enhancing cooperation and collaboration among agencies. Participants stated, “The coordination of all agencies present will increase the preparedness amongst each other in assisting the main agency NDMC to manage disaster.” “It has promoted critical contacts between participants and cooperation.” Agencies “have [now] seen the necessity of working together to think as a group and think that we can support immediately, prompt, and valuable plan.” “Brunei’s government departments and NGOs can easily now talk with each other on resolving disaster issues.” They are “looking forward to shar[ing] information across NDMC and offices, as well as with regional partners and fully support [NDMC] when required.” They plan “to coordinate with

**Brunei Feedback**

**Participant:**

“Coming out from the workshop, I realised, [that]...even though we are situated outside the ring of fire of hazards, we should not be complacent. Thus the need to recognise NDMC (Nat’l Disaster Mgmt Ctr) and endorse them with full capabilities.”

**U.S. Embassy:**

“A couple days ago the Minister of Home Affairs buttonholed me at an event to say what positive feedback his people had given him, and to suggest that next year we do an ASEAN-wide event on this subject that Brunei would host. In short, you folks were a hit.”



**Panel members discuss disaster management in Brunei**

relevant agencies on their needs to better improve disaster preparedness.” They will “set up focal points [with] all agencies [that] can be put together for better and efficient coordination and communication.” “The workshop also helped with the “establishment of focal points... [and] networking and relaying of information through networking of the focal points.” It enabled “better and stronger ties between NDMC and other agencies and between agencies.” Participants believe “the most important cooperation and coordination [is] among the government agencies and non government agencies.” “The coordination between multi-agency’s throughout Brunei will definitely enhance disaster preparedness for each agency has their own tasks and can offer information or resources in order to fulfill a requirement based on what kind of disaster should occur.” Participants will further coordinate and collaborate through additional meetings or workshops on disaster preparedness. Participants will “organize a working group to further enhance the networking and make sure that this is not the end but the beginning.” They believe “more, similar workshops or meetings should be held in the future to future enhance the preparedness and to speed up the process.”

*Agencies’ Roles & Responsibilities.* The workshop increased Brunei’s disaster preparedness by increasing each agencies’ understanding of their and others’ roles and responsibilities before and during a disaster. There is an “increased awareness...on [the] critical need of disaster planning and preparedness.” “It really opened [their] perspectives in terms of [their] capabilities, credibility and [their] potentials.” “It helped [them]

realize that Brunei is not yet prepared for any disaster.” Participants now “realize the vast role and responsibilities of the various government sectors that needs to be channeled.” “Each representative [gained] a clear view what is their responsibility.” “Multi-agencies involved in this workshop [now] realize what their roles are in preparedness.” “Everybody now understands their respective roles and responsibilities.”

*Build Institutional and Security Capacity.* The workshop showed participants the need to access available resources that can be used for a disaster. Participants plan to “do checklist inventory on current assets and stock piles available.” This will help their preparation “in terms of human, organizational structure, SOPs, materials, machineries, etc.” By determining “what expertise/resources that can be contributed in event of disaster,” will increase Brunei’s disaster preparedness.

*Establish/Amend SOPs.* The workshop inspired everyone to amend or establish needed standard operating procedures for disaster preparedness. Participants plan “to review and amend present SOP[s] to include the NDMC as one of [their] parent agency to report for as well as any other relevant agencies which could contribute to the success of an operation of response.” Others plan to establish a “service agency SOP.”

*Educate/Train.* Participants plan to educate and train others on disaster preparedness. They plan “to instill awareness to [their] organization on the role of NDMC” and “share [their] experience with relevant authorities and colleagues.” Others will establish “trainings/seminars/

workshops organized by international organizations to be optimized/attended/ requested for [their] NDMC personnel in order to enhance knowledge and exchange experiences as well as practical exercise.” Still others plan “to be involved in the awareness program to help public realize how to handle any disaster.” Participants stated they will develop additional training and exercises to better prepare Brunei for a disaster. “Further trainings [will] enhance participants’ capabilities professionally and operationally.” Everyone now knows “training is needed [to] improve logistics and upgrade any available exercises according to the scenario; and exercise[s] [are] essential in order to improve [their] ability.”

**BANGLADESH**  
**Democratic Governance and Security Reforms**



Dates: 9-12 August 2007

Held in coordination with U.S. Pacific Command, through a methodology utilized with great success in Nepal, APCSS will design and facilitate a

series of sub-group sessions which build over five days to stimulate and enhance dialogue among the security sector leader/practitioners. It will also generate ideas and proposals for security sector reform in Bangladesh that can contribute to democratic consolidation and political stability in the country.

**Qualitative Survey Results:** *Frank & Open Discussions.* Opening up the dialogue between participants helped generate ideas and proposals towards reforming governance in Bangladesh. Participants stated “this workshop provided a forum where systematically and through meticulously controlled discussions thought-provoking ideas were generated which led to concrete proposal[s] on the theme of the workshop. It allowed free and open opinion[s] of the participants to be deliberated upon

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and arrived at a consensus recommendation. This unique [approach] which APCSS follows to come to a solution to a problem is worth appreciating.” Participants acknowledged the workshop “initiated discussion on elements which were taboo [and] generated greater understanding and warmth between civil and military. [Civil and military personnel now] understand each others position and turf better.” Participants affirmed that the “many practitioners, security sector thinkers and academicians...help[ed] to generate ideas.” “The combination of group member[s] and their participation on the subject helped [to] formulate proposals and recommendations for enhancing the ability of [reforming the] security sector in Bangladesh.” “This forum provided an opportunity to all the representatives of the security organizations and force [them] to sit [at the] table [and] look into their weaknesses in light of the present political situation of Bangladesh. Ideas streaming from all the actors of security sector; i.e., defense forces, police, paramilitary, etc. and Inteligencia, lawyers, business personality, civil society, etc. were cross examined, problems identified and recommendations made.” This increased understanding and improved dialogue between parties will help harmonize views and improve chances for reformation in Bangladesh.

*Collaborative Workshops.* Many participants saw the need for future collaborative workshops emulating this one. They observed “this workshop [as] an example for other such events” and “propose[d] holding more workshops in collaboration with local civil society organizations and think-tanks.” Participants requested future “conferences, seminars and workshop[s] within Bangladesh” and “even similar activities with APCSS again after two years to see how far Bangladesh has succeeded on the outcome of the present workshop.”

*Follow-up Interactions/Meetings.* Some participants anticipate follow-up interactions and meetings as a result of this workshop. These interactions would “continue the brainstorming exercise to work out micro details and monitor follow-up development[s].” They



Panel members discuss security reform at the Bangladesh outreach event.

believed that “follow-up interaction [was required] so that monitoring and flexible application [of the recommendations could] be implemented.” Others participants saw meetings “among the policy makers to look at the recommendations.”

*Build Institutional and Security Capacity.* The workshop generated ideas and proposals towards reforming governance in Bangladesh by identifying governance issues and recommending steps ahead. Participants stated “the workshop was successful in capturing the main governance issues of Bangladesh.” They believed “this workshop [was] the first such workshop where a threadbare and unbiased debate took place regarding democracy, governance and security reforms in Bangladesh.” “By [this] selective method, the essentials of governance problems have been located, identified, selected and elaborated for specific steps within a timeframe locating its agencies/authorities through whom the steps are to be taken.” A participant summed up the workshop by saying, “It’s very critical to ensure that next elections are held after we have undertaken realistic reforms to enhance transparency, accountability as well as a mature political leadership. In this context, this workshop came up with a roadmap for actual implementation.”

*Disseminate & Share Information.* The primary action participants plan to take to help advance governance and security sector reforms in Bangladesh is to disseminate and share the information they gained from this workshop. A professor plans to “educate [his] students ... [during his course on] International Security.” A journalist plans to disseminate “the

thoughts and ideas that were expressed during the group discussion, particularly the recommendations [and] give [them] as wide a runway as possible.” Another participant will “address a seminar at the Heritage Foundation in Washington and the Global Strategic Review (GSR) in Geneva where [he will] present papers on Bangladesh” to include his experience at this workshop. Others plan to “interact with civil society and pass on the recommendations for their consideration/deliberation.”

*Written Reports.* Participants plan to write reports on the findings and recommendations to help advance governance and security sector reforms in Bangladesh. Some participants “will submit an evaluation report to [their] authority [to take the] necessary action [on] the findings and recommendation[s] of the workshop.” One participant “will initiate research [and report] on a national integrity strategy.” Others will “write on the imperatives of governance and security sector reforms” as discussed in this workshop.

**Bangladesh.....**  
**Participant Feedback:**  
Foreign Adviser Dr Iftekhar Ahmed Chowdhury – “a close and cooperative civil-military relationship would be a healthy component of national integration and a big investment in the national security of Bangladesh.”  
**U.S. Embassy Feedback:**  
U.S. Charge d’Affairs Geeta Pasi called the session a timely opportunity to reflect upon the evolution of Bangladesh’s political and security environment.

## PARTNERING WITH OTHERS IN THE REGION

### FY2007 Partner Organizations included:

- Exercise Global Tempest, Honolulu, with National Defense University (US)
- Managing Porous Borders in South-east Asia, Phnom Penh, Cambodia with Cambodian Institute for Cooperation and Peace (Non-US) and U.S. Embassy Phnom Penh (US)
- Working Group on Trilateral Confidence and Security Building Measures, Honolulu, with Stanley Foundation (US)
- Energy Security Cooperation in the Asia-Pacific, Tokyo, Japan, with Japan Institute of International Affairs (Non-US) and U.S. Embassy, Tokyo, Japan (US)
- Democratic Control of the Security Forces Workshop, Kathmandu, Nepal, with the Center for Civil Military Relations (CCMR) (US), U.S. Embassy Kathmandu, Nepal, and the Nepal-based South Asia Center for Policy Studies (SACEPS) (Non-US)
- Disaster Relief Management, Brunei Darussalam, with the National Disaster Management Center, Brunei Darussalam (Non-US) and U.S. Embassy, Brunei Darussalam (US).
- Security Sector Reform, Dhaka, Bangladesh, with US PACOM (US), Bangladesh Institute of International and Strategic Studies (BISS) (Non-US) and U.S. Embassy, Dhaka, Bangladesh (US)

### FY2007 Sphere of Influence Included:

- Tri-Lateral CSBM Working Group:*  
- Executive Deputy Director  
Pudong Institute for the U.S. Economy  
- Director, Department of American Studies, Shanghai Institute for International Studies
- Managing Porous Borders in Southeast Asia – Cambodia:*  
Privy Counselor to His Majesty the King of Cambodia,  
Former Deputy Prime Minister and Co-Minister of Interior and Chairman of the Board of Directors – Cambodian Institute for Cooperation and Peace  
Deputy Chief of Mission, Embassy of the United States of America  
Chief of Mission, International Organization for Migration  
Deputy Director of Law Enforcement and Head of Drug Information Center  
Secretariat General of the National Authority for Combating Drugs  
Office of the Ministry of Interior, Cambodia  
Assistant for Policy Integration  
Office of the Assistant Secretary of Defense for Special Operations & Low-Intensity Conflict  
Advisor to the Government on Border Affairs and Chairman of Border Committee  
Senior Expert in International Affairs  
National Security Council Thailand  
Executive Director, Cambodian Institute for Cooperation and Peace  
Director, Institute for International Relations, Vietnam  
Deputy Director, Laos Customs Department
- Energy Security Cooperation in the Asia-Pacific – Japan:*  
President, Pacific Nuclear Council  
Vice President, Asia Pacific Energy Research Centre  
The Institute of Energy Economics, Japan  
Director, Strategy Planning Division  
Center for Energy Research, Northeast Asia  
Korea Energy Economics Institute  
Director, Economic Security Division  
Ministry of Foreign Affairs, Japan  
Ambassador, U.S. Embassy, Tokyo, Japan  
Secretary General, Asia-Pacific Energy Forum  
Director, Institute of Energy and Economics, Japan

- Democratic Transition and Civil-Military Relations Workshop – Nepal:*  
Secretary, Ministry of Defense  
Central Committee Member  
Secretary to International Relations Committee, Parliament of Nepal  
Member of Interim Legislative Parliament, Nepali Congress  
Central Working Committee, Nepali Congress  
Senior Superintendent of Police, Terrorism Control Division, Operation Department, Police HQ, Nepal Police  
Executive Director, South Asia Center for Policy Studies
- Disaster Relief Management – Brunei:*  
Director, National Disaster Management Center, Brunei Darussalam  
U.S. Ambassador to Brunei Darussalam  
Permanent Secretary Home Affairs, Brunei Darussalam  
Acting Director of Hospital Services, Ministry of Health, Brunei Darussalam  
Research Officer, Directorate of Defence Policy  
Ministry of Defence, Brunei Darussalam  
Acting Deputy Director, Department of International Organizations  
Brunei Darussalam  
Acting First Secretary, Department of International Organisations  
Ministry of Foreign Affairs & Trade  
Brunei Darussalam
- Democracy, Governance and Security Reforms Workshop – Bangladesh:*  
National Defence College, Bangladesh  
Former Chief Justice of Bangladesh  
President, FBCCI  
Former Director General of Bangladesh Institute of Peace and Security Studies  
Chairman, Board of Governors, Bangladesh Institute of International and Strategic Studies  
Charge’ d’ Affaires, a.i., US Embassy, Dhaka, Bangladesh  
Military Secretary to the Honorable President of Bangladesh



In 2007, APCSS welcomed a number of new faculty members including:



Dr. Eshan Ahrari

Dr. Ehsan Ahrari came to APCSS in January 2007 as Professor of Counterterrorism. His primary areas of expertise include Counterterrorism (Middle East, South Asia, and Central Asia), Nuclear and Missile Proliferation in Southern Asia (China, India, and Pakistan), Islam, Information Warfare, with special focus on China and the world of Islam, and Public Diplomacy, with special focus on Muslim countries. Previous posts include: National Defense University's Joint Forces Staff College; U.S. Air War College; and U.S. Central Command. He was also a regular lecturer at the NATO School in Oberammergau, Germany, a regular lecturer for the Naval Postgraduate School's Center for Civil-Military Relations.



Ms. Miemie Winn Byrd

Ms Miemie Winn Byrd joined APCSS in June 2007. Her areas of specialty are economics and underlying socio-economic conditions that contribute to terrorism and violent extremism. Her research focus includes regional economic trends, leveraging the private sector to alleviate negative socio-economic conditions contributing to violent extremism and the role of women in counterterrorism strategy. Her research in the area of socio-economic strategy for combating terrorism had influenced the Army's development of a new doctrine for Stability and Reconstruction Operations. She has served as Deputy Economic Advisor, a Civil-Military Operations Plans Officer, and Interagency Operations Officer at U.S. Pacific Command and also served as a linguist and cultural advisor to the U.S. delegations attending ASEAN Regional Forum and POW/MIA recovery negotiations in Burma (Myanmar).



Dr. Taj Hashmi

Dr. Taj Hashmi worked as professor of Islamic and Asian history, politics and culture, at various universities, including the University of British Columbia and Simon Fraser University in Canada; Dhaka University and Independent University in Bangladesh; National University of Singapore, and Curtin University in Australia. Born in India, raised and educated in Pakistan, Bangladesh and Australia, he has extensive experience in the Asia-Pacific and North America. His areas of expertise include: Islamic resurgence and militancy, ethnicity, Asia-Pacific regionalism and security; military, Islam, democracy and civil society, South Asia; and culture, governance and underdevelopment.



Captain Brian O'Donnell, JAG, U.S. Navy

Commander Brian O'Donnell joined the APCSS faculty in May 2007 after completing a four year tour as Deputy and Chief of Operational Law at U.S. Central Command. During that time O'Donnell spent 11 months forward deployed supporting Operations Iraqi Freedom, Enduring Freedom and the Horn of Africa. He earned his Juris Doctor at the University of Richmond and Masters of Law in International Law from the University of Virginia. O'Donnell is an honor graduate from the Naval Justice School and has been selected as Foreign Area Officer for East Asia and the Pacific.



Dr. Alfred Oehlers

Dr. Alfred Oehlers joined APCSS in March 2007. He was previously an Associate Professor and Chair of the Economics Discipline at Auckland University of Technology, New Zealand. He is a specialist in the political economy of economic growth and development, with particular reference to the Asia-Pacific. He has written widely, covering a range of issues connected with the rapid development of East and Southeast Asia. Much of this research has focused on Burma and Singapore, on topics relating to governance, democratization, corruption, public health, and ethnic conflict.

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APCSS Publications

**Brief Reports:**  
“Southeast Asian Receptiveness to Japanese Maritime Security Cooperation” - Dr. Yoshiro Sato (9/07)

“Japan’s Dispatch of the Ground Self Defense Force to Iraq: Lessons Learned” - Dr. David Fouse (7/07)

“Ethnic Separatism in Southern Thailand: Kingdom Fraying at the Edge?” - Dr. Ian Storey - (3/07)

**Edited Volumes:**  
“Ethnic Diasporas & Great Power Strategies in Asia” -Robert Wirsing & Rouben Azizan (2007)



“India and China reopen bitter fight over barren land,” *National Post* (Canada), May 29, 2007 (Dr. Mohan Malik)

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“Japan: The Balancing Act of Shinzo Abe,” *Newsweek International/MSNBC.com*, April 30, 2007 (Dr. David Fouse)

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“China to venture into hot spots,” *The China Post*, Apr. 27, 2007 (Dr. Denny Roy)

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“Japan’s New ‘Values-Oriented Diplomacy’: A Double Edged Sword,” by Dr. David Fouse, *Pacific Forum CSIS*, Mar. 16, 2007

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# Brown Bag Events

In a continuation of last years successful Brown Bag Lunch Program, APCSS offered opportunities throughout the year for Fellows to gain additional knowledge or share their experiences in matters affecting regional security. Presentations were not only provided by Faculty and Fellows but several guest speakers outside of the Asia-Pacific Center. The topics below are just some issues discussed throughout the year.

- Sleeping with the Enemy: My Life in Panmunjom
- Role of U.S. Congress in Foreign Policy (given twice)
- North Korea and the Bomb: Implications for Northeast Asian Security
- Recent Political Changes in Thailand: Implications for the Military Coup for Regional Security
- PACAF International Health Affairs: A Unique Approach to Security Cooperation
- 1000 Ship Navy: How Can We Manage the Maritime Domain Together?
- The Sea Tigers of Sri Lanka: A Threat to Maritime Security in the Asia-Pacific Region? (Given twice)
- Tsunami Relief, the Earthquake in Pakistan, Mudslides in the Philippines – The U.S. Marines and Security Cooperation in the Asia-Pacific
- Bangladesh: Political Crisis and Prospects for Democracy
- Broken Waves, Rising Tensions: Civil-Military Conflict in Fiji
- Vietnam Integrates with the World: Can the Water Buffalo Fit In?
- Gross National Happiness and the Bhutanese Way
- Tonga in the Twilight Zone: Violence in the Name of Democracy or Greed?
- Fighting for East Timor Independence: Reminiscences of Australian Special Operations Commander
- Arab-Israeli Conflict: When Enough is Enough
- India-U.S. Nuclear Pact: Is There Any Devil in the Details?
- The Hawaiian Sovereignty Movement: Pipedream or Inevitable Future?



APCSS Fellows lead a Brown Bag discussion during a course.

- Islam, Oil and Geopolitics: Central Asia After September 11
- Developments in Thailand’s Southern Insurgency Post Coup
- Global Terrorism: On the March or on the Run?
- The Maoist Insurgency of Nepal the Future for the Peace Process
- Burma: Governance Gone Wrong
- Terrorism and Transnational Crime: A View from the South Pacific
- The Afghanistan Conflict and Insurgency on the Pakistan-Afghan Border
- Introducing Global Hawk to the Asia-Pacific Region: Building Support for a Global Hawk Consortium
- Pakistan Earthquake Reconstruction Strategy
- Afghanistan: A Stability Operations Overview
- Australian Middle Power Diplomacy
- Burma: Challenges for Regional Security
- Afghanistan National Development Strategy 2008-20012
- The Maoist Insurgency of Nepal
- Counterinsurgency – Lessons Learned
- The Capture of Hambali
- Hawaii’s National Guard: Humanitarian Assistance and Disaster Relief Operations with Federal Forces
- Russia’s Regional Strategy
- Burma/Myanmar: Current Development and Implications (Given twice)
- Information Sharing – Connection and Conflict
- The U.S. Presidential Election of

2008: Implications for U.S. Foreign Policy

- Can Remittance Enhance Sustainable Human Development and Security
- The Australian 2007 Federal Election – Key Players and Their Policies
- Jihad, Shariah and Political Islam: A Critical Appraisal

## Course Guest Speakers

- Dr. Kang Wu**  
University of Hawaii
- Mr. Peter Chalk**  
RAND Corporation
- Linda Robinson** - Senior Writer, U.S. News and World Report
- David Day** - Lawyer, Affiliated with University of Hawaii Schindler Business School
- Dr. Gerard Finn**  
East-West Center
- Richard Baker**  
Editor, Honolulu Advertiser
- Maria Ressa**  
CNN, Jakarta Bureau Chief
- Tamara Albertini**  
University of Hawaii
- James Stinson**  
Independent Consultant, Department of Defense Expert



Members of the House Armed Services Committee visited the Asia-Pacific Center for Security Studies in August 2007. Led by chairman, Rep. Ike Skelton (D-MO), the group included Rep. Randy Forbes (R-VA), Rep. John Spratt (D-SC), Rep. Robin Hayes (R-NC), Delegate from Guam Rep. Madeleine Bordallo (D-GU), Rep. Jeff Flake (R-AZ) and Rep. Carol Shea-Porter (D-NH).

Many distinguished visitors came to APCSS during the year. Visitors included senior civilian and military leaders from throughout the region as well as U.S. ambassadors and

chiefs of missions, international fellows attending U.S. war colleges, and members of the State Departments International Visitors Program.

## IMPACTS from page 15

view. During the course I learned that human security related issues are playing a dominant role in shaping current international relations. As a result, currently I am focusing on climate change and its impact on human security and survival, and will soon submit my research paper for publication.”

*Fellow from Pakistan*

“Right now, I am so involved in partnership with the local government units, media, private and business sectors among others in the implementation of developmental projects in the slum areas of metro manila as well as in ending the 3-decade insurgency problem in our country. The importance of effective collaboration with other agencies, communication with the people whom we have to serve and to articulate to them the concerns of our government to them, respect of human rights are matters that I have learned from the course. For only more than four months of leading this

newly formed unit, I was able to gain the support of the people. Our successes have been published in our national dailies although the communist leaders keep criticizing us because they have lost their mass bases and their support system has been severely affected. One of the proofs of our successful campaign is the result of our election here wherein the party-list group of the left has garnered lower votes as compared in the 2004 election.”

*Fellow from the Philippines*

“The foundation of knowledge and appreciation for processes that I was taught by APCSS has proved of limitless value. APCSS further enhanced my ability to meet with the tribal leadership, municipal and district councils and not be frustrated by the complaints and seemingly circular or non-productive discussion. I continually counsel Coalition Forces on the fact that the meetings help the Iraqis “get the bad air out” and contribute to stability by allowing the Iraqi leadership to field their complaints. Now they trust

# VISITORS



In May, General Zheng Shenxia, the Chairman of the Society of Military Science and concurrently the President of the Academy of Military Science (AMS) and a delegation of nine PLA military strategists and academic researchers visited APCSS for orientation and an exchange of views with APCSS faculty and staff. The visit helped build confidence, encourage mutual transparency, and to exchange ideas on educational methodology and approaches to security studies.

us enough to complain. Before, they would not talk to us. It was helpful to know from my APCSS education that the Stabilization/Security portion of the SSTR operation is very fluid and like the question; (which comes first, the chicken or the egg?)”

“APCSS did a great job of teaching the security cooperation and networking fundamentals and then reinforcing them throughout SSTR. Everyday, I network with countless people from every organization here. I consider my job to be that of a facilitator. I get the right people together at the right time to solve the myriad problems arising from running a city. My team is the eight Marines, one Sailor, and four Soldiers who get the “smart people” around the area of operations safely, coordinate the logistics and support needed, and ultimately smooth the ruffled feathers of a lot of Type A personalities on both sides who are competing for resources and recognition.”

*Fellow from the United States*





# Asia-Pacific Center for Security Studies

## Fact Sheet (12/31/07)

Alumni = 3,286

**Executive Course: Advanced Security Cooperation** (since September 1996)

- 32 Classes
  - 2,095 Fellows from 46 countries
  - 196 general officers and senior civilians
- Course participants:*

  - Future leaders and practitioners
  - LTC/COL/BG/civilian equivalent
  - 80/20 mix of international/U.S.
  - 60/40 mix of military/civilian

**Senior Executive Course: Transnational Security Cooperation** (since August 1999)

- 18 Courses
  - 357 Fellows from 32 countries
- Course participants:*

  - Current leaders and practitioners
  - General officer/vice-ministerial level
  - 90/10 mix of international/U.S.
  - 60/40 mix of military/civilian

**Junior Executive Course: Asia-Pacific Security Foundations** (since October 2004)

- 6 Courses
  - 134 Fellows from 8 countries
- Course participants:*

  - Midlevel Asia-Pacific Specialists
  - 10/90 mix of international and U.S.
  - 85/15 mix of military and civilian

**Comprehensive Security Response to Terrorism (CSRT)** (Since April 2004)

- 8 Courses
  - 395 Fellows from 55 countries
- Course Participants*

  - MAJ/LTC/COL/civilian equivalent
  - 80/20 mix of international and U.S.
  - 60/40 mix of military and civilian

**Comprehensive Crisis Management (CCM) (formerly SSTR)** (Since August 2006)

- 3 Courses
  - 88 Fellows from 22 countries
- Course Participants:*

  - MAJ/LTC/COL/civilian equivalent
  - 80/20 mix of international and U.S.
  - 60/40 mix of military and civilian

**Asia-Pacific Orientation Course (APOC)** (Since March 2007)

- 3 Courses,
  - 190 Fellows, 5 countries
- Midlevel Asia-Pacific Specialists

### Alumni Associations

Bangladesh	Bhutan	Cambodia*
Canada	Chile	Fiji
Guam	Indonesia	Rep of Korea
Madagascar**	Madagascar	Malaysia
Marshall Is.	Micronesia	Micronesia
Mongolia	Nepal	Pakistan
Palau	PNG	Peru
Philippines	Russia***	Thailand
US (DC & Hawaii)	Vanuatu	Vietnam

To be chartered: Brunei, Cook Is, India, Maldives, Sri Lanka and Tonga

\* Informal association

\*\* Joint alumni association with the Africa Center

\*\* Joint alumni association with the Marshall Center

### Alumni in senior positions

- Vice President/Deputy PM (2)
- Minister/Deputy of Defense (6)
- Minister of Foreign Affairs (6)
- Ambassador (65)
- Chief or Deputy Chief of Defense (14)
- Chief or Deputy Chief of Service (40)
- Cabinet or Parliament appointment (19)
- Governor (1)

### Conferences & Outreach

Conferences since June 1995 ..... 120  
Attendees since 1995 ..... 7,200+ from 73 countries  
Outreach Course alumni ..... 27

## ASIA-PACIFIC CENTER FOR SECURITY STUDIES

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(Senior Executive Course).....	Col. (Ret.) David M. Shanahan, U.S. Army
Advanced Security Cooperation (Executive Course).....	Dr. Rouben Azizian
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Maj. Mike Craighead, USMC  
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APCSS educates, connects, and empowers security practitioners to advance Asia-Pacific security.

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