Asia-Pacific Center for Security Studies

Annual Report 2008

APCSS EDUCATES, CONNECTS AND EMPOWERS SECURITY PRACTIONERS TO ADVANCE ASIA-PACIFIC SECURITY.

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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 Asia-Pacific nations to its comprehensive program of executive education and workshops, both in Hawaii and throughout the Asia-Pacific region.

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"This is my Hawai'i. Here I was brought up and educated; and it was here that I came to know what modern, civilized governments are like and what they mean. . . . Here in Hawai'i we people of many nations meet and mingle. They call this the melting pot of nations. It is."
Sun Yat-sen, 1911

Asia-Pacific Center for Security Studies

Mission

APCSS educates, connects, and empowers security practitioners 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.

Director
A Word from the Director

Lt. Gen. (Ret.) Ed Smith
Director,
Asia-Pacific Center for Security Studies

When we review APCSS accomplishments in 2008, we can clearly see a progression of the transformational process that continues to help ensure APCSS is carefully and wisely adapting to leader and institutional developmental needs in the Asia- Pacific region. Our aim point remains ensuring precise, responsive, comprehensive and measured support to OSD and the U.S. Pacific Command. When we think about this requirement, it subdivides into program and curriculum evolution, staff and faculty development, and lines of operational support to APCSS programs.

In the area of program and curriculum evolution, APCSS continues to refine its participant-centered, activity-based learning model in both in-resident and out-reach event dimensions. This development is enhanced significantly by a now in-place suite of educational technology, some of which is usable on the road. Our curriculum includes current or recent real-world security "cases," or scenarios, which address the security challenges of today and tomorrow, from plenary lectures to seminar discussions each learning day.

Accessible information to facilitate and focus analysis and related understanding is available on our web-based portals, as participants collaborate together across national and cultural boundaries. Further, counterpart educational organizations contribute and partner in some of the learning processes. We also regularly assess, from all angles, participant feedback about the APCSS learning experience within a year after course completion.

The APCSS "bottom line" value includes unique groups of multinational and multilateral professionals getting better at identifying critical security issues; assessing them; developing investment strategies and opportunity options to address these issues; and connecting critical cohorts of key security elites and influencers.

In the area of staff and faculty development, APCSS continues to gain outstanding new talent, full time, and in adjunct status; civilian, military and contractor. The new NSPS personnel management system is running properly at APCSS, assisting staff development and helping ensure proper recognition of outstanding service. In the APCSS College of Security Studies, an updated faculty development handbook is helping guide a wider level of professional development for the APCSS faculty, all while APCSS contributes its fair share of personnel to real world contingency deployments and priority assignments. Contractor support, moreover, continues to be a very important part of the APCSS mission-support capacity, particularly in functional areas best suited for this unique supply of talent and expertise. Our entire personnel system is under detailed review and, where warranted, undergoing change.

In the area of lines of operational support, a comprehensive, enterprise management review has been underway, enabled by state-of-the-art analytical methods and tools (e.g., Lean Six Sigma). Knowledge distribution, sharing, data-basing and management has already been improved with initial savings in resources. Information technology assurance has dramatically increased, reducing system interdiction risks, and educational technology upgrades permeate all learning spaces within the Center, as well as at the condominium where course participants are lodged. Further connecting our alumni are available portals of important and timely security information for continuing use when participants go home and similar website information for the now 40 APCSS Alumni Associations throughout the region. Beyond that, new roofing, auditorium conversion to multi-purpose usage, and "green" energy technology acquisitions have been accomplished or are well underway in planning for future development.

Also being planned in detail is a new wing of the Center. This will increase APCSS participant capac-

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Goals and Objectives

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 and 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 (e.g., 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.
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, systemically.
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 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.

Director (*continued*)

ity, but more importantly, extend our library in the form of an information integration learning laboratory which we believe will significantly increase collaboration expertise and experience among participants. This lab will support all courses at APCSS, as well as distance learning modules.

So, from infrastructure upgrades, to enterprise system leveraging, to human capital strategy development, the APCSS program and campus plan that is intended to connect all more efficiently, with better outcomes. We are confident that the APCSS branding will continue to set the standard for excellence in all we undertake.

The APCSS mission, a worthy one, to which all of us at APCSS are fully committed, continues. ■

Education
Goal #1: Programs

Champion leading-edge educational programs which advance security-collaboration capacities, consistent with and informing OSD and USPACOM policy.

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 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 backgrounds 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.

Producing Measurable Results

Mission: APCSS educates, connects, and empowers security practitioners to advance Asia-Pacific security.

As an academic institution focused on educating, connecting and empowering security practitioners through executive education programs, APCSS continues to focus on post-event outcomes as a true indicator of the success of our programs. Post-course surveys are an excellent tool to gather information gauging how alumni implement what they learned in the programs and the results of their actions. APCSS targets alumni six-months after the completion of a course. In December 2008, APCSS initiated an all-encompassing alumni survey looking at how alumni applied what was learned here at the Center. Results of the survey can be found throughout this report.

In FY08, a number of alumni returned to participate in a leadership workshop.

Post Course Result Synopsis. In analyzing the responses from numerous alumni and supervisors, APCSS' programs are providing the means for alumni to address the various security challenges in the Asia-Pacific region. Alumni are being proactive in addressing security issues and are utilizing the alumni network for assistance.

Over the course of the year, feedback has increased compared to previous years showing alumni are actively engaged in the global fight against terrorism. Some Alumni are using various means from publishing papers to directly applying lessons learned to counter support for terrorism.

One prime example of what one alumnus is accomplishing can be found in Bangladesh. The Bangladesh Institute of Peace and Security Studies (BIPSS), founded by an APCSS alumnus, is a non-profit, non-party, independent think-tank in Bangladesh working to bridge the gap between academic research and policy analysis on a broad spectrum of security issues. Recently BIPSS established "Bangladesh Centre for Terrorism Research" to conduct study and research on terrorism with the aim of reducing the threat of terrorism and minimizing its impact on society.

APCSS alumni continue to educate others on the role of security in civil society. This is demonstrated by alumni passing their new knowledge and skills not only to their subordinates, but to their supervisors and peers as well. One instance highlighting the scope of this is from an alumnus in Pakistan. "I have been elevated to the senior position as Chief, Federal Board of Revenue, where my duties include management & control of 25,000 Customs, Sales Tax, Income Tax & Central Excise Duty employees spread throughout the country. Whenever I visit the field offices, I emphasize the growing need of security management in the public dealing offices."

Alumni constantly look for opportunities to engage learning experiences in different venues from conferences and educational institutions, to day-to-day job activities, and other instances that present themselves.

By building partner institutional capacities, APCSS helps to empower others to solve security related issues. Alumni have completed numerous activities from implementing training exercises to helping establish new security organizations.

In addition to our courses, APCSS outreach events have been successful in building partner capacity in dealing with security issues. The success of these events can be attributed to the fact that recommendations are developed strictly by participants, increasing the likelihood that follow-up actions will take place. APCSS co-hosted an outreach event with Mongolia's new National Crisis Management Center. The U.S. Ambassador to Mongolia stated the following about the outreach event. "Perhaps most importantly, it was obvious the workshop recommendations were Mongolian recommendations, developed and advocated by the Mongolian participants and strong enough to stand on their own." ■

Transnational Security Cooperation Course

This one-week senior executive course,conducted two- to three-times a year, is designed to be an intensive program for current leaders. The course is designed for senior security practitioners from the Asia-Pacific region now serving in positions that require experience and rank at the one- to four-star military and civilian-equivalent level (intent is to replicate a forum consisting of practitioners who influence security cooperation). Curriculum emphasizes the impact of change in the region, as well as capacities – leader and institutional – to manage change. The course integrates a challenging program of guest speakers, along with interactive seminar workshop dialogues and action-planning.

Survey Results. Information below provides a brief synopsis of some of the survey analysis based on Fellows' feedback upon course completion.

Fellows were able to broaden their perspectives on shared security issues and other nations' views through interaction and information sharing. The participants improved their abilities, "to see things from a different perspective, or how a colleague in another agency might see them, and highlighted the inter-related and inter-dependent effort required to arrive at optimum solutions to practical problems." Fellows received great value from learning to listen, taking into account different political/cultural perspectives, and increasingly seeking to understand others' regional perspectives.

APCSS increased Fellows' knowledge and understanding of how to think strategically to better deal with security issues. Fellows also gained knowledge on the latest developments on transnational security issues in the region and now have additional skills to develop courses of action addressing these issues in a multilateral and multicultural environment. According to the Fellows, the course surfaced critical security issues requiring strategic thinking to understand before committing to a course of action and to make certain intended results are clearly understood first.

TSC08-2 Fellows prepare for a presentation

APCSS helped to build Fellows' communication, collaboration and planning skills to better enable them to perform their duties and address security issues. Fellows gained communication skills relating to convincing others to accept, or at least consider, how to gain the attention and interest of people from different cultural backgrounds. Fellows saw "the need for proactive planning and intelligence-led decision-making." The collaborative skills gained

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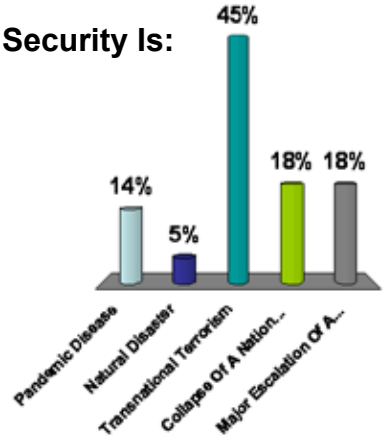
The Greatest Danger to Regional Security Is:

1. Pandemic Disease (14%)
2. Natural Disaster (5%)
3. **Transnational Terrorism (45%)**
4. Collapse of a Nation (18%)
5. Major Escalation of a Flashpoint (18%)



TSC by the Numbers

Percentage of 2008 TSC Alumni who are "Highly Likely" to recommend the course: **100%**

2 TSC Courses held during 2008:

Number of graduates during 2008: **48**

Comprehensive Crisis Management Course

The Comprehensive Crisis Management course is (formerly the Stability, Security, Transition and Reconstruction 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. The four-week 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.

Course Findings. The following paragraphs provide a brief look at some of the perspectives and views given throughout the course by Fellows in discussion with each other and with faculty members.

The term "CCM" is more widely accepted than "SSTR-Stability, Security, Transition and Reconstruction." However, there still exists a plethora of terms associated with notions of preventing, mitigating, responding to and recovering from natural or man-made catastrophes. For CCM, there is less of a stridency about terms; students seemed more willing to accept "working definitions" vice demanding codified statements.

CCM08-2 Fellows benefit from participating in Dr. Robert Wirsing's final class.

There has been an increase in the use of portal technology from class to class. This year marked the first class-wide, consistent use of a portal to collaborate on exercises. This exposure in a classroom environment should translate over to increase usage back in the region on a day-today basis.

Survey Results. Information below provides a brief synopsis of some of the survey analysis based on Fellows feedback upon course completion.

Fellows obtained a deeper understanding and appreciation for good governance and its affect on stability and reconstruction. They learned to determine the root cause of a crisis, how to properly proceed, and identify the key players needed to be successful. They believe good governance is a joint effort between military and civil authorities.

Fellows plan to apply the knowledge and skills directly to disaster and reconstruction efforts. Knowledge and

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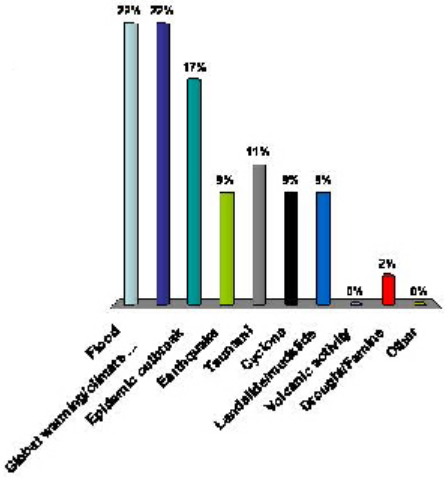
The Natural Disaster Posing the Greatest Threat to You is:

1. Flood (22%)
2. Global warming/climate change (22%)
3. Epidemic outbreak (17%)
4. Earthquake (9%)
5. Tsunami (11%)
6. Cyclone (9%)
7. Landslide/Mudslide (9%)
8. Volcanic Activity (0)
9. Drought/Famine (2%)
10. Other (0)



CCM by the Numbers

Percentage of 2008 CCM Alumni who are ""Highly Likely" to recommend the course: **96%**

Number of CCMs held during 2008: **3**

161 Number of CCM graduates during 2008:

Advanced Security Cooperation Course

The Advanced Security Cooperation course is a six-week program designed to (1) address security issues of common concern to Asia-Pacific nations; (2) develop approaches to enhance international and interagency security cooperation; (3) enhance leader skills and ability to communicate, analyze and act at a team level; and (4) extend the network of professional relationships among security practitioners.

Course Findings. The following paragraphs provide a brief look at some of the perspectives and views given throughout the course by Fellows in discussion with each other and with faculty members.

Fellows' security perspectives varied significantly between sub-regions, developed and developing as well large and small nations. According to pre-/post-course polling, Fellows acquired a much better understanding and appreciation of national and sub-regional security contexts. Transnational challenges were identified as the most pressing, followed by internal challenges. Global climate change and terrorism were identified as the two most pressing transnational challenges.

In the domestic context, government mismanagement/corruption and political instability were at the top of their worries. Traditional interstate threats were of lesser concern but territorial disputes and external pressure from larger powers were perceived as the most destabilizing. Finally, there was an overwhelming recognition of the importance of regional organizations in promoting peace and security in the Asia-Pacific.

Survey Results. Information below provides a brief synopsis of some of the survey analysis based on Fellows feedback upon course completion.

Fellows departed with an improved understanding and broader views of the emerging security trends both regionally and globally. The course provided an opportunity to increase their knowledge on policy issues relative to their country and those of other countries. Participants are more aware of the importance of security in such areas as energy, natural resources, and governance leading to a better understanding of challenges facing the world and how issues are inter-related. This exposure increases their confidence in dealing with complex, multinational issues. Fellows gained vital skills during the course to use in their current job positions, such as negotiation, teamwork, working under pressure, and working in a multinational context.

Throughout the course, Fellows listened and exchanged views and perspectives giving them a better understanding and appreciation of the viewpoints of other. By introducing new concepts and ideas outside what they considered the traditional scope of security, many changed their views on international and interagency security cooperation. The daily interaction allowed for a greater ability to network, fostering camaraderie and trust among the Fellows from different nations. Upon returning to their respective countries, participants will have the ability and desire to cooperate more on regional security issues.

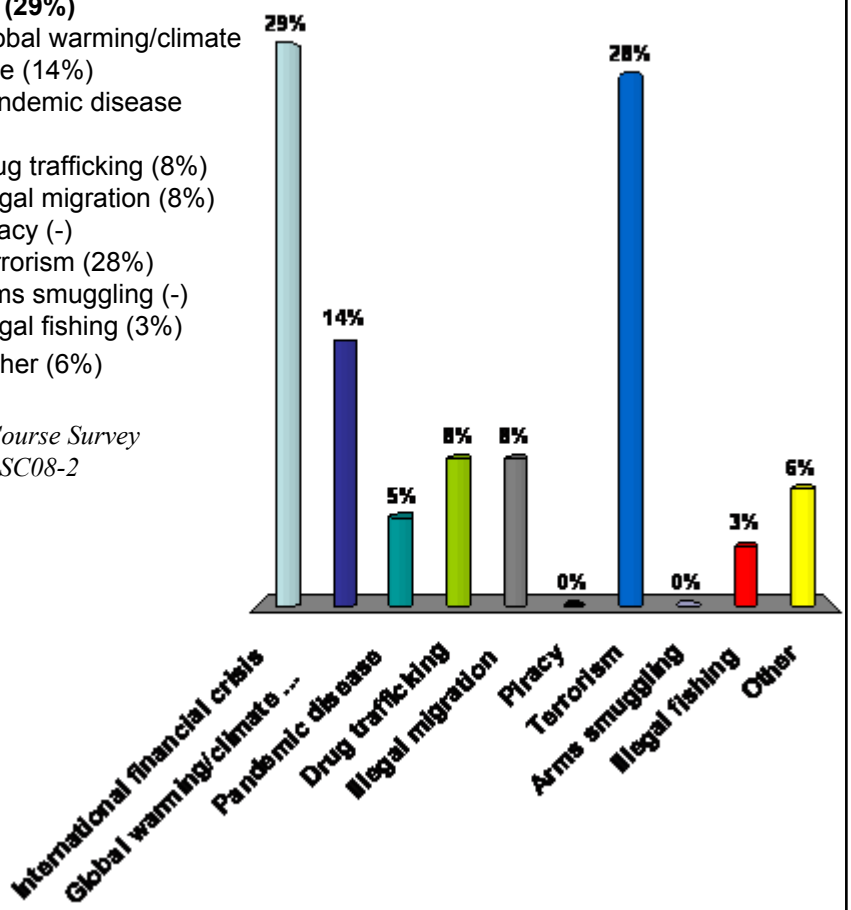
Recommend APCSS to a Colleague. Ninety-five percent (95%) of the Fellows declared they would highly recommend APCSS to a colleague. ■

ASC08-1 Fellows participate in a group exercise as Amb. Charles Salmon looks on.

Your most important transnational threat is....

1. International financial crisis (29%)
2. Global warming/climate change (14%)
3. Pandemic disease (5%)
4. Drug trafficking (8%)
5. Illegal migration (8%)
6. Piracy (-)
7. Terrorism (28%)
8. Arms smuggling (-)
9. Illegal fishing (3%)
10. Other (6%)

Post-Course Survey from ASC08-2



TSC (*Cont.*)

should help enable Fellows to coordinate with representatives of other nations and organizations, gain consensus, and recommend cooperative actions. Professional networks were established enabling participants to cooperate and collaborate on security issues. The course enabled Fellows to build a new network throughout the region among fellow participants that will help them to discuss and come up with better solutions to solve the problems within the region. Their "greatest take-away from a professional and a personal perspective is the connections made with fellows from other countries, disciplines and experience bases…It is those personal contacts that will carry forward in future decision-making and an ability to cut through the bureaucracy to get the information they will need."

Recommend APCSS to a Colleague. All of the Senior Fellows stated they are highly likely to recommend APCSS to a colleague. ■

ASC by the Numbers

Percentage ASC Alumni who are "Highly Likely" to recommend the course: **95%**

Number of ASCs held during 2008: **2**

Number of ASC graduates during 2008: **137**

ASC08-2 Fellows participate in an exercise on international conflict, negotiations, and resolution.

Comprehensive Security Responses to Terrorism Course

The three-week Comprehensive Security Responses to Terrorism course is designed to (1) expand knowledge in understanding the global and regional challenges, analyzing tools and capabilities for combating terrorism, and promoting appropriate strategies; (2) improve Fellows' leader skills in creating counter-terrorism policy options and advocate interagency and international cooperation to successfully develop workable options for policy makers; and (3) expand Fellows' security-practitioner networks.

Course Findings. The following paragraphs provide a brief look at some of the perspectives and views given throughout the course by Fellows in discussion with each other and with faculty members.

There is a genuine effort to ensure that discussion of current religious-based terrorism is not interpreted by Muslim Fellows as a "War Against Islam." While coursework includes discussions of religious-inspired terrorism, epitomized by groups such as Jemaah Islamyah and Al Qaeda, the focus is kept on terrorism, and not Islam. The course provides an ideological overview within the full spectrum of terrorist ideologies and identifies the roots of extremism and provides a more balanced perspective.

CSRT 08- 2 Fellows

Other topics discussed include technologically advanced asymmetric warfare and the rise of the "evil" non-state actors which are giving rise to "insurgencies" characterized by terrorist tactics. The traditional lines between insurgency, civil war, international war, and terrorism are blurring. According to the Fellows: More emphasis is needed on insurgency, and the linkages to terrorism and the presentation of insurgency/counter-insurgency must be significantly broadened beyond the Basilan (Philippines) case study forming the current lecture module.

Cyberterrorism is a significant topic of interest to Fellows attending the course. The "cyber domain" is a topic resonating strongly with Fellows, and complements the Center's emphasis on use of the Asia-Pacific Collaborative Security Consortium (APCSC) portal.

Survey Results. Information below provides a brief synopsis of some of the survey analysis based on Fellows feedback upon course completion.

The course provided participants with in-depth understanding and importance of dealing with terrorism. Fellows declared they now understand the global nature of terrorism, root causes and contributing factors. They added the course helped develop their ability to counter terrorism and changed their views about how terrorist groups work, are funded, and use the multimedia as communication tools to spread their message and recruit additional members.

CSRT by the Numbers

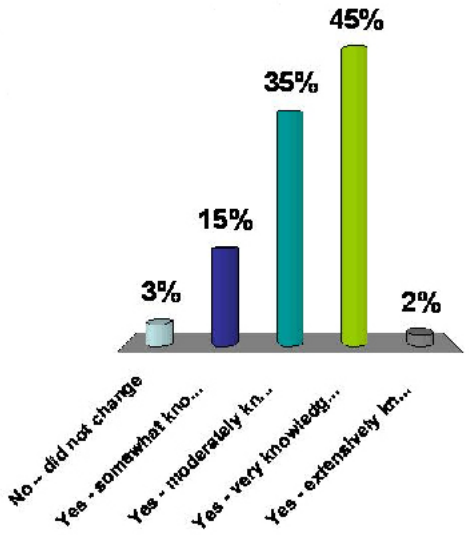
Percentage 2008 CSRT Alumni who are "Likely or "Highly Likely" to recommend the course: **100%**

Number of CSRTs held during 2008: **3**

Number of CSRT graduates during 2008: **159**

Has this course made you more knowledgeable about terrorist groups and their activities in other regions of the world - Central Asia, South Africa, Latin & South America, etc.?

1. No - did not change (3%)
2. Yes - somewhat more knowledgeable (15%)
3. Yes - moderately more knowledgeable (35%)
4. **Yes - very knowledgeable (45%)**
5. Yes - extensively more knowledgeable (specialist) (2%)



With their newfound knowledge and understanding, Fellows will be laying the foundation for developing better strategies and courses of action in their home countries. They are better prepared to assess given situations and develop strategies at multiple levels. Most importantly, participants now understand response should incorporate not only security forces and domestic agencies but regional and international agencies/organizations of all concerned nations.

Recommend APCSS to a Colleague: All the Fellows stated they would "likely" to "highly likely" recommend APCSS to a colleague. They thought the course was highly effective in detailing the current and future problems of terrorism. They realize the seriousness of this challenge and understand in order to develop effective responses, cooperative and collaborative action must take place.■

CSRT 08-3 Fellows

Asia-Pacific Orientation Course

The one-week Asia-Pacific Orientation Course provides a basic orientation on trends and current issues shaping the Asia-Pacific security environment. It equips course Fellows with policy perspectives and tools important for duties at inter-agency/inter-ministry organizations/ headquarters. By design, this course directly supports the U.S. Pacific Command by providing its staff and supporting components an educational environment to create a foundation of knowledge or build upon already existing Asia-Pacific experiences.

Qualitative Survey Results. Information below is a brief synopsis of the qualitative analysis of the survey responses provided by the Fellows following course completion.

APOC increased Fellows knowledge and understanding of regional security issues. Fellows resoundingly stated APCSS enhanced their knowledge of country specific and regional issues. The knowledge gained from this course is the glue bringing together the pieces of their individual knowledge of the Asia-Pacific region. APOC helped by providing a coherent picture of how relations in the region are played out on a daily basis. The course assists Fellows in multiple job arenas. Specifically, an exercise planner affirmed the course will help develop relevant scenarios as a backdrop for exercises. An intel analyst stated it expanded the vision of security concerns in the Asia Pacific region to include natural disasters, weapons of mass destruction (WMD) proliferation, energy and territorial disputes and threats from various non-state actors. This increased awareness of issues falling outside the realm of day-to-day work will enable Fellows to improve the quality and pertinence of the information and analysis conveyed to their leadership.

Fellows improved their comprehension of the complexity of security cooperation in the Asia-Pacific. The course provided a better understanding of the potential economic impacts affecting the region and awaking, in many ways, the reality of the terror in the region. The course also provided Fellows with some tools to prevent security issues from evolving into conflict. Those tools include the cooperation strategy and the understanding of the people, culture, economy and environment. The course improved understanding of how cooperation with one country can have an effect on another, as well as how to bring countries to the negotiating table. Fellows understood the importance of interagency security cooperation as well as many other issues outside of what is commonly considered as security related.

The course clearly demonstrated the importance and need for security cooperation throughout the region, especially the need for international and whole-of-government security cooperation. Security cooperation will allow them to work on the large number of issues throughout the region. APOC drove home the fact that any foray into the region or another country has to be a collective government response. Some Fellows had previously viewed meaningful security cooperation as a fantasy; however, after seeing the transnational issues enveloping the region, they now see it as an urgent necessity.

All (100%) of the Fellows stated they would "Likely" or "Highly Likely" recommend the course to their colleagues. In general, the comments provided noted an increase in knowledge and networking opportunities. These opportunities will facilitate better job performance for personnel assigned to work in the Asia-Pacific area.

Seeing the need for an orientation course for senior leaders similar to APOC, APCSS developed a new course during FY09 for senior leaders. The Senior Executive Asia-Pacific Orientation Course provides a basic orientation on trends and current issues shaping the Asia-Pacific security environment and equips course Fellows with policy perspectives and tools important for their current duties. ■

APOC by the Numbers

Percentage of 2008 APOC Alumni who are "Likely or "Highly Likely" to recommend the course: **100%**

2 Number of APOCs held during 2008:

Number of APOC graduates during 2008: **90**

Senior Executive Asia-Pacific Orientation Course

SEAPOC enhanced the Fellows' appreciation of regional issues through updates on the most pressing problems of the region, how they fit together, and where focus is needed. Specifically, the senior leaders identified the topic areas of economics and cultural differences as providing the most benefit to them. Overall, the course provided them with critical information improving their understanding of numerous security issues throughout the region and where they should focus their future actions.

Fellows indicated the experiences at APCSS will enhance their abilities in executing job responsibilities now and in the future. One important fact they highlighted was the realization that building partner capacity with traditional or non-traditional means is valid and greatly needed in the Asia-Pacific. Finally, participants stated they are now better equipped to facilitate the State Nation Guard bi-lateral and potential multi-lateral relationships and activities.

All (100%) of the Fellows stated they would "Likely" or "Highly Likely" recommend the course to their colleagues. In general, the comments provided noted an increase in knowledge and networking opportunities. These opportunities will facilitate better job performance for personnel assigned to work in the Asia-Pacific area.

Fellows' thoughts on the inaugural SEAPOC course:

"While not designed to provide canned solutions to Asia-Pacific issues, the forum provides a significant number of opportunities to be exposed to the issues so that senior leaders can be aware of the environment and be involved in developing solutions, as able."

"It is an invaluable 'Do Not Miss' opportunity to get an expansive orientation to the Asia-Pacific theater." ■

Fellows attended the inaugrual session of SEAPOC in October 2008.

SEAPOC by the Numbers

The first SEAPOC was held October 1-3. Number of APOC Alumni who are "Likely or "Highly Likely" to recommend the course:

100%

Number of APOCs held during 2008:

1

8

Number of APOC graduates:

CCM *(cont. from page 9)*

skills gained will enable them to carry out more accurate evaluation and analysis on any crisis situation. This enabled them to discharge their duties more professionally to include planning and policy development.

Fellows resoundingly stated they plan to maintain contact with their classmates and continue to share information in an effort to facilitate multilateral cooperation and collaboration. Networking, via portals, emails or other means, is seen as the first step towards strong cooperation and collaboration. Multilateral efforts should be based on mutual understanding and transparency. Alumni associations are a basic way for graduates to stay in touch. In one class this year, the Afghanistan Fellows established an Alumni Association during the course.

Overall Assessment. All Fellows were likely to highly likely to recommend APCSS to a colleague with 96 percent stating highly likely. ■

Measuring APCSS Executive Education Program Success

Initial Results of the 2008 Alumni Survey

As with most educational institutions, the Asia-Pacific Center for Security Studies is constantly looking for ways to measure success of our academic programs. To assist in the effort, APCSS, along with other Department of Defense Regional Centers, has adopted the Kirkpatrick Model for measuring the success of our executive education programs. The Kirkpatrick Model[1] has four levels where success is determined. These levels are as follows:

1. Reaction: Participants initial response to the program

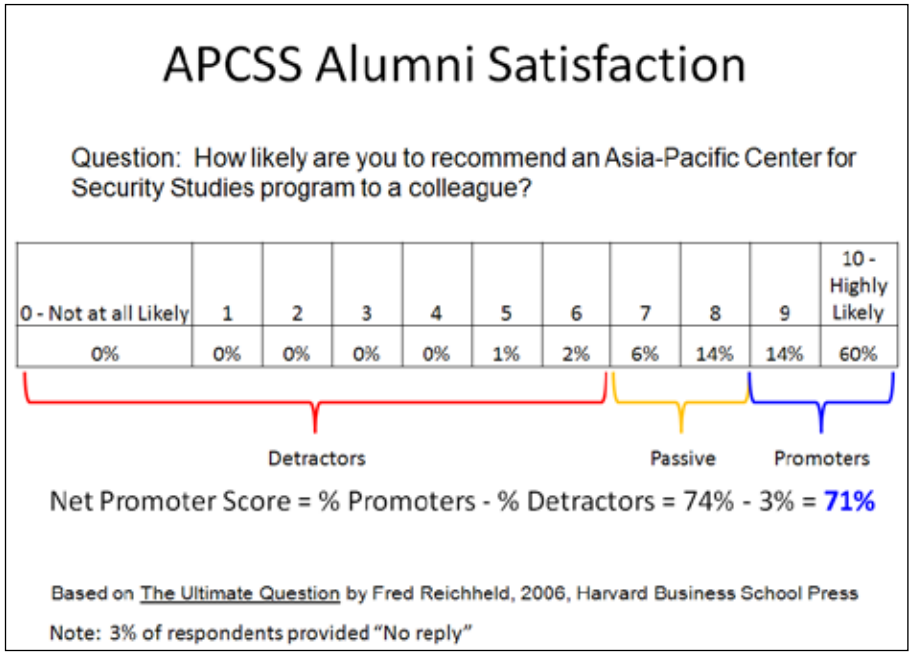
2. Learning: The extent knowledge, skill and abilities were increased

3. Transfer: Change in behavior due to the executive education program

4. Results: Outcome based on the application of knowledge, skill and abilities

Top Level Data. The APCSS 2008 Alumni Survey was sent to an estimated 2,600 alumni from the classes held 1996 to 2008. More than 400 responses (approximate response rate – 16%) were received from every year group and from every course. Individuals from 51 countries, to include some from outside of the Asia-Pacific region, and two regional organizations, ASEAN and Asian Development Bank, provided input.

Level I - Reaction. Participant satisfaction level is usually gauged at the immediate end of a course. APCSS utilizes an end-of-course survey the question, "How likely are you to recommend an APCSS program to a colleague?" This is based on the book, "The Ultimate Question," by Fred Reichheld. We can easily get immediate results at the end of the course, but how would Alumni answer this question months or even years after their APCSS course? The chart below provides a summary of how alumni answered the recommendation question.



Based on Reichheld's work, a "Net Promoter Score" (NPS) is determined to help measure an organization's performance based on how its customer's view the organization. Customers fall into three categories: Promoters, Passive and Detractors.

Promoters: High loyalty. Endorse the institute to others

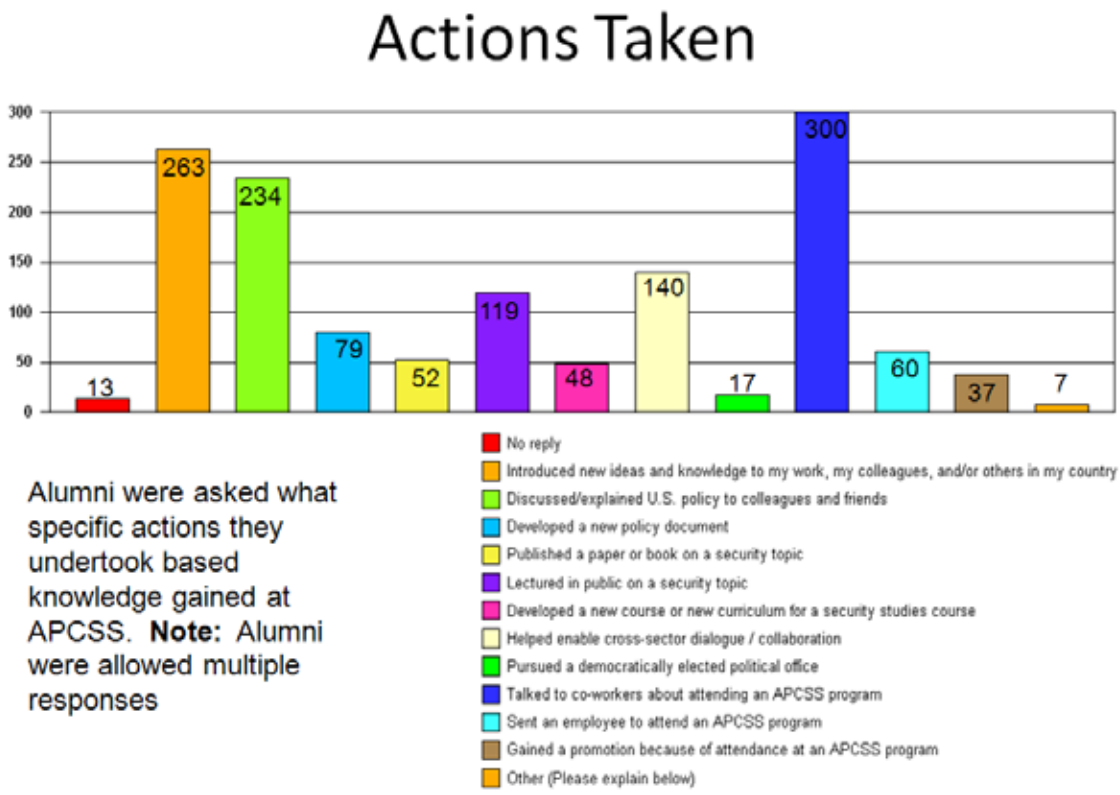
Passive: Satisfied but do not go out of their way to support

Detractors: Individuals who had a "bad" experience

The NPS score is determined by taking those who are considered "Promoters" and subtracting those who are "Detractors." Those in the "Passive" category are disregarded. APCSS' NPS is currently at 71% which is in the range (50 – 80%) of many top firms.

For a majority of alumni, reaction to the APCSS experience is still positive months and even years after attending the courses. In response, one alumnus stated, "Since 2006, I have briefed all participants pertaining to the APCSS program. Then, informed my co-officers to apply for

[1]"The Kirkpatrick Model of Training Evaluation." 1 Mar 2007. <http://www. southalabama.edu/coe/bset/johnson/ 660lectures/Kirk1.doc>.



Alumni were asked what specific actions they undertook based knowledge gained at APCSS. **Note:** Alumni were allowed multiple responses

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

Level II - Learning. When looking to measure if learning took place during the duration of a course, most institutions administer tests in some manner. Due to the duration of the courses and the numerous topics covered, APCSS elects to base a level of learning by asking Fellows to gauge their level of knowledge in an end-of-course survey. While this may not be the optimum, APCSS looks at other means to determine if alumni have applied the knowledge and skills they learned once they return to their countries. The chart above identifies a wide range of the knowledge areas that were used after the Alumni returned home to their countries.

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

Level III - Transfer. The focus at Level III is not necessarily on the results, but rather application. Alumni were asked to provide some of the actions they pursued based on the knowledge, skills and abilities gained at APCSS. The two areas with a large number of responses were in the areas of "Introduced new ideas and knowledge…," and "Discussed/explained U.S. policy." Sharing of knowledge with others, whether it is about U.S. policy or other security aspects increases the influence of APCSS in the region. Another action appearing to routinely take place is the discussion of attending an APCSS program with co-workers. This action also relates directly back to the Level I measurement of customer reaction to the program(s).

In responding to a post-course survey, a supervisor noted his subordinate demonstrated a better understanding of the concepts of peace keeping operations and followed up by sharing this knowledge with his colleagues. Alumni teaching at their respective Command and Staff Colleges stated they used the curriculum from the APCSS courses to modify and improve their course of study. The transnational collaborative actions taken by alumni was best captured by one who stated he "Chaired bi-lateral defense discussions with Vietnam; established a strategy

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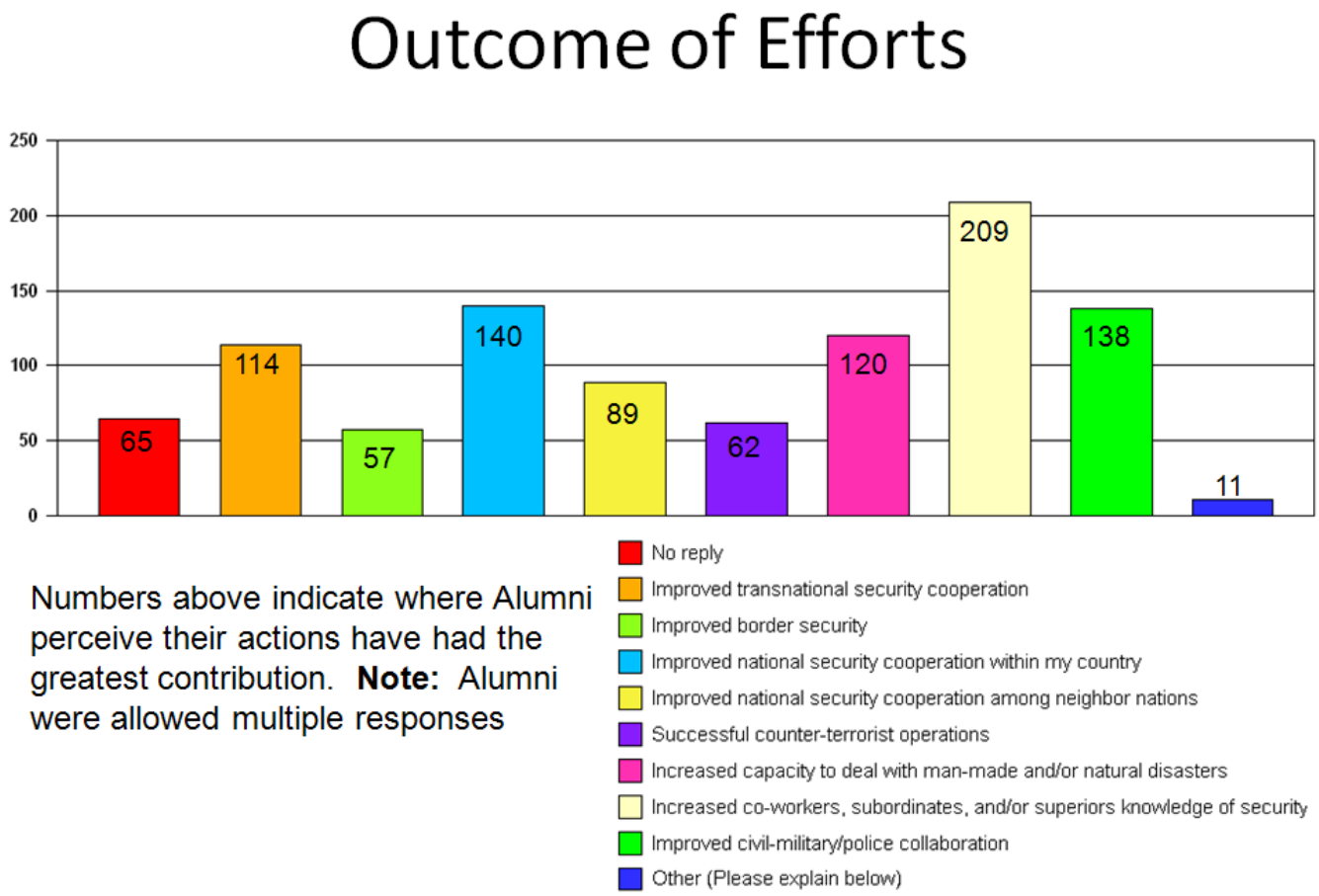


working group with Australia; established a logistics support facility with the assistance of the government of Singapore; established political/military talks with the DoS and the governments of Cambodia and Vietnam, and; initiated a SE Asia Counter-Terrorism symposium with military representatives from Nepal, Bangladesh, Sri Lanka and the Maldives."

Level IV - Results. Perhaps the hardest to directly attribute to any one factor, results are often inferred when specific outcomes are declared. This inference is based on the fact that there are numerous contributing factors to any particular outcome which APCSS may have assisted in achieving. Alumni were asked where their efforts have significantly contributed to improve security. While the chart above does not give specifics based on the individual, a general grouping is provided to show which areas APCSS alumni are contributing to improvements. The largest area given is in "Increasing co-workers, subordinates and/or superiors knowledge of security." This alone highlights the influence of APCSS through the "multiplier effect." Other areas with large responses were "Improved Security Cooperation" both internal and transnational and "Improved civil/military/police collaboration."

When providing specifics, many alumni noted their contributions to the formulation of new policies, procedures and organizations that will eventually help their countries respond to natural and man-made disasters and security issues. An alumnus provided detailed outcomes associated with his efforts when Cyclone Sidr hit Bangladesh in 2007. He stated he was able to coordinate efforts before the cyclone hit, keeping casualties down and allowing supplies to reach the affected areas.

Another example came from a supervisor providing input about his subordinate who, "was called on to participate on a panel on Defense Ministry reform which is to review and reform the total system of the MoD and he made great contributions to the panel working directly for the Minister of Defense." ■

Staying connected...

APCSS welcomed more than 10 new associations during the last year. Associations are actively involved in helping maintain links among alumni.

Amb. (Ret.) Charles Salmon presents the Alumni Association charter to association members in Tonga

Lt. Gen. (Ret.) Ed Smith presents a charter to the newly formed Alumni Association in Sri Lanka.

During a trip to Cambodia, Lt. Gen. Smith and APCSS Foundation member Warren Luke met with members of the Cambodian APCSS Alumni Association.

Alumni Associations

Afghanistan
American Samoa
Australia
Bangladesh
Bhutan
Cambodia *
Canada
Chile
Comoros
Cook Islands
Fiji
Guam
Hong Kong
India
Indonesia
Japan
Madagascar **
Malaysia
Maldives
Marshall Islands
Micronesia
Mongolia
Nepal
Pakistan
Palau
Papua New Guinea
Peru
Philippines
Republic of Korea
Russia
Solomon Islands
Sri Lanka
Taiwan
Thailand
Tonga
Vanuatu
Vietnam
United States
(Hawaii & DC)

Pending Associations
Brunei, Kenya and Tuvalu

Italics - new in 2008

* informal group

** Joint alumni association with the Africa Center

Fellows

By Course and Country

Goal 1.3: Attract appropriate participants for all programs

Entitites	ASC	TSC/ TSC-CRC	CSRT	CCM	APOC	SEA-POC	Outreach Alumni	CY08 Attendees	Cumulative
Afghanistan	1	1	0	4	0	0	0	6	8
Angola	0	0	0	0	0	0	0	0	1
Australia	0	3	5	4	0	0	0	12	64
Azerbaijan	0	1	0	0	0	0	0	1	1
Bangladesh	7	2	6	7	0	0	0	22	172
Bhutan	0	0	1	0	0	0	0	1	20
Bosnia & Herzegovina	0	1	0	0	0	0	0	1	1
Botswana	0	0	0	0	0	0	0	0	4
Brunei	0	1	1	3	0	0	0	5	50
Bulgaria	0	0	0	0	0	0	0	0	3
Cambodia	3	2	2	2	0	0	0	9	56
Canada	0	2	1	0	1	0	0	4	39
Chad	0	0	0	0	0	0	0	0	1
Chile	0	1	0	2	0	0	0	3	34
China	3	2	0	0	0	0	0	5	64
Columbia	1	0	1	0	0	0	0	2	4
Comoros	0	0	0	1	0	0	0	1	15
Cook Islands	0	0	0	1	0	0	0	1	17
Ecuador	0	0	0	0	0	0	0	0	2
Egypt	0	0	1	0	0	0	0	1	2
El Salvador	0	0	2	0	0	0	0	2	7
Fiji	0	0	0	0	0	0	0	0	49
France	0	0	0	0	0	0	0	0	7
Georgia	0	1	0	0	0	0	0	1	1
Germany	0	1	0	0	0	0	0	1	1
India	6	2	5	5	0	0	0	18	168
Indonesia	3	3	5	3	0	0	6	20	144
Iraq	0	0	1	0	0	0	0	1	2
Japan	2	3	0	0	0	0	0	5	60
Kazakhstan	1	1	1	1	0	0	0	4	5
Kenya	0	0	2	2	0	0	0	4	7
Kiribati	1	0	0	0	0	0	0	1	22
Kosovo	0	1	0	0	0	0	0	1	1
Kyrgyzstan	0	0	0	1	0	0	0	1	1
Laos	5	1	4	3	0	0	0	13	46
Lebanon	1	0	1	0	0	0	0	2	2
Lithuania	0	1	0	0	0	0	0	1	3
Macedonia	0	1	0	0	0	0	0	1	1
Madagascar	3	0	2	1	0	0	0	6	37
Malaysia	9	2	7	8	0	0	0	26	197
Maldives	2	0	1	0	0	0	0	3	29
Marshall Islands	1	0	0	1	0	0	0	2	29

Entitites	ASC	TSC/ TSC-CRC	CSRT	CCM	APOC	SEA-POC	Outreach Alumni	CY08 Attendees	Cumulative
Mauritius	2	0	1	2	0	0	0	5	29
Mexico	0	0	1	0	0	0	0	1	2
Micronesia	6	0	7	1	0	0	0	14	50
Mongolia	6	3	4	4	0	0	3	20	116
Mozambique	0	0	2	0	0	0	0	2	7
Nauru	0	0	0	0	0	0	0	0	3
Nepal	10	3	8	8	0	0	0	29	150
New Zealand	0	2	0	0	0	0	0	2	47
Nigeria	0	0	0	0	0	0	0	0	1
Niue	0	0	0	0	0	0	0	0	7
Pakistan	4	3	9	4	0	0	0	20	158
Palau	1	0	1	0	0	0	0	2	16
Papua New Guinea	2	1	2	1	0	0	0	6	68
Peru	1	0	1	2	0	0	0	4	12
Philippines	10	2	7	9	0	0	0	28	203
Poland	0	1	3	0	0	0	0	4	8
Republic of Korea	4	2	1	1	0	0	0	8	88
Romania	0	0	0	0	0	0	0	0	2
Russia	0	2	1	0	0	0	0	3	67
Rwanda	0	0	0	0	0	0	0	0	1
Samoa	0	0	0	0	0	0	0	0	10
Saudi Arabia	1	0	0	0	0	0	0	1	4
Serbia	0	1	0	0	0	0	0	1	1
Singapore	1	1	3	0	0	0	0	5	55
Slovenia	0	1	0	0	0	0	0	1	1
Solomon Islands	2	0	1	0	0	0	0	3	16
Sri Lanka	3	0	1	6	0	0	0	10	169
Switzerland	0	0	1	0	0	0	0	1	1
Tajikistan	1	0	0	0	0	0	0	1	1
Tanzania	0	0	2	0	0	0	0	2	5
Thailand	11	2	6	10	0	0	0	29	207
Timor-Leste	1	1	0	1	0	0	0	3	6
Tonga	0	1	1	0	0	0	0	2	32
Turkey	1	0	1	0	0	0	0	2	5
Tuvalu	0	0	0	1	0	0	0	1	16
United Kingdom	0	0	0	0	0	0	0	0	1
United States/Territories	15	8	14	12	89	8	0	146	856
Ukraine	0	1	0	0	0	0	0	1	1
Uruguay	0	0	0	0	0	0	0	0	1
Vanuatu	2	0	0	0	0	0	0	2	23
Vietnam	4	2	3	1	0	0	0	10	87
ASEAN	0	2	0	0	0	0	0	2	3
Asian Dev. Bank	0	1	0	0	0	0	0	1	1
Pacific Island Forum	0	2	0	0	0	0	0	2	2
TOTAL	**137**	**75**	**130**	**112**	**90**	**8**	**9**	**561**	**3,931**

Trends Analysis
Goal #1: Programs

Marking its first full year as an APCSS program in 2008, the Trends Analysis Program (TAP) achieved success in a number of new initiatives. Working with the Pacific Disaster Center (PDC), the Center of Excellence in Disaster Management and Humanitarian Assistance, various headquarters elements within U.S. Pacific Command, and other collaborative partners under an organizing framework called the Asia-Pacific Collaborative Security Consortium (APCSC), it focused initially on (1) building a web-based collaborative environment for information sharing, (2) the development of a map-based tool for assessing disaster risk, and (3) production of timely analytical products addressing emerging trends.

TAP Goals

- Build enduring virtual communities of expertise and action across military and civil domains
- Analyze the relationship between human security factors and resilience to complex crisis in the Asia-Pacific region in order to more accurately assess risk and anticipate strategic shocks.
- Assess non-military factors and strategic trends and inform key constituents on those with significant implications for regional security and stability

TAP's first achievement was the stand-up of a collaborative portal to foster information sharing of the APCSC and broader security practitioner constituencies. Designed to connect regional security practitioners across geographic and organizational boundaries, the APCSC portal (https://apcsc.apan-info.net/) saw its user base expand to over 1,000 members and had established six active formal collaborative communities. Users include APCSS alumni and faculty, security practitioners (both U.S. and foreign and military and civilian), decision-makers, international and non-governmental organizations, and private sector audiences.

The portal also saw tremendous content growth with regular posting of current security-relevant reports, news articles, blogs, and links to a wide variety of web-based information resources.

During the same period, TAP, in collaboration with PDC, began developing a prototype for a Geographical Information System (GIS) map-based application called the Disaster Resilience Visualization and Assessment Tool (DRVAT). Intended to be interactive and openly available online, DRVAT will allow visualization of openly available surrogate indicator data related to socio-economic, political and cultural factors, enabling an enhanced analysis of disaster resiliency of Asia-Pacific countries.

Designed to provide strategic planners and disaster managers with the means to accomplish more comprehensive risk assessments, DRVAT is part of an integrated effort to balance efforts exclusively in the Asia-Pacific region from disaster response to more effective disaster preparedness, risk reduction and mitigation capacity. While the project is in a proof of concept stage and only portrays national level data, the TAP and development partners intend to eventually scope data visualization down to the sub-national/provincial level. As DRVAT matures it will be used to inform external audiences as well as APCSS courses and workshops.

PDC's Peter Colvin and APCSS Lt. Col. Bryan Greenstein at a GIS conference in Singapore.

TAP also produced focused analytical products to highlight emerging regional trends with potential security implications. The first was an assessment of the impact of rising food prices in Asia-Pacific countries and the second was an analysis of Myanmar's strategic capacity to absorb the impact of Cyclone Nargis which was produced shortly after the cyclone made landfall. Both products helped inform leaders and decision-makers at U.S. Pacific Command and the broader interagency.

In 2009, the TAP will not only build on initial successes, but will explore opportunities to engage collaborative partners in the development and integration of new products and tools into APCSS programs. ■

Outreach & Workshops
Goal #1: Programs

FY 2008 APCSS Outreach and Conference Program Executive Summary

HONOLULU

Regional Counterparts Workshop
Nov. 14-16, 2007

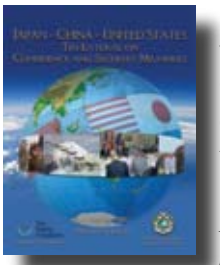
This workshop was designed for counterpart Asia-Pacific security studies institutes to address shared regional and global security issues. Intent was to identify collaboration interfaces related to educational and leader development concepts and means, research partnering, and faculty exchanges. Specifically, identified opportunities in the areas of: virtual participation and curriculum enhancement via Video Teleconferencing, partnering to co-host and/or facilitate/present in a conference, workshop or research project format, enlist regional Subject Matter Experts to participate in select APCSS events, explore adjunct-faculty opportunities, potential joint efforts in publications and research projects.

Participants: (30) Countries were Australia, Bangladesh, India, Korea, Nepal, New Zealand, Pakistan, Philippines, Singapore, Thailand, and Vietnam. Also participants from U.S. Pacific Command, Office of the Secretary of Defense, Center Of Excellence in Disaster Management and Humanitarian Assistance, Pacific Disaster Center, and East-West Center.

HAWAII (Maui)

U.S. - Japan – China Tri-Lat on Confidence and Security Building Measures (CSBM)
Dec. 4-6, 2007

This workshop, developed in coordination with the Stanley Foundation, completed a follow-on tri-lateral track to develop concrete and realistic Confidence and Security Building Measures to be implemented and contribute to reducing the dangers of misunderstanding, miscalculation, and conflict, and to the misperception of military activities. The articulation of such a set of CSBMs plays an essential role in developing a regional cooperative security system. Workshop participants drafted a consensus-based paper with concrete CSBM recommendations for respective governments.



Participants: 35 participants from China, Japan, Stanley Foundation, U.S. Pacific Comamnd and U.S. Pacific Air Forces.

VIETNAM

United Nations Security Council: Role of Non-Permanent Member Workshop
Dec. 11-14, 2007

APCSS co-facilitated a seminar with the Vietnamese Ministry of Foreign Affairs' Institute for International Relations (IIR) designed to help prepare Government of Vietnam officials for a new U.N. Security Council role. The seminar format allowed the Vietnamese participants to expand their knowledge of substantive and procedural matters related to the UNSC work, role-play a UNSC case study, as well as discuss, in facilitated breakout groups, Vietnam's responsibilities, challenges and opportunities as a Security Council member in 2008-2009. The seminar participants agreed on a number of recommendations for the Government of Vietnam on required preparatory steps and interagency coordination related to Vietnam's UNSC role and membership.

Participants: 40 total participants who are expected to play key roles as Government of Vietnam representatives to the UN Security Council. APCSS' team included Ambassador (ret.) Peter Burleigh, who had direct experience in the UNSC while he was Deputy Permanent Representative of the United States at the United Nations.

MONGOLIA

Joint Mongolian/ U.S. Emergency Preparedness and Risk Reduction Workshop
Mar. 10-14, 2008

This workshop was co-sponsored by the National Emergency Management Agency of Mongolia and APCSS, with the assistance of the Institute of Strategic Studies, the Pacific Disaster Center, and the United States Embassy, Ulaanbaatar, Mongolia. The participants: 1) reviewed likely and possible disaster scenarios; 2) increased networking and relationships across governmental agencies; 3) developed proposals for governance and doctrine improvements to enhance disaster management plan-

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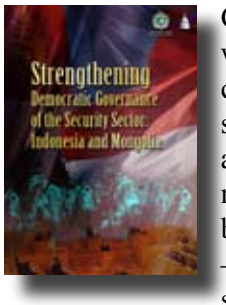
Outreach & Workshops

continued

ning and risk reduction, 4) identified measures to increase whole of government disaster resilience; and 5) outlined "next steps" and milestones for the development of a readiness and sustainment program at the interagency and operational level and to provide these next steps Mongolia's executive leadership for emergency preparedness.

Participants: 37 participants represented various agencies from the Government of Mongolia, the Institute for Strategic Studies, APCSS, PDC, and the National Emergency Management Agency.

HONOLULU / WASHINGTON, D.C.
Strengthening Democratic Governance of the Security Sector: Indonesia and Mongolia
April 23 – May 1, 2008



In support of a U.S. House of Representatives Democracy Assistance Commission, the workshop was comprised of two sections, the first at APCSS in Honolulu, Hawaii, between April 23 – 25, 2008, and the second in Washington, D.C., from April 28 – May 1, 2008. This workshop: shared perspectives about democratic governance over the security sector; provided parliamentarians an opportunity to reflect on enhancing security sector governance in their respective countries; allowed parliamentarians an opportunity to gain insights into how security sector governance is exercised in the United States; and enabled parliamentarians an opportunity to interact and network with Members from key U.S. Legislature and Executive Branch officials, and engage in a dialogue on security sector governance in their respective countries.

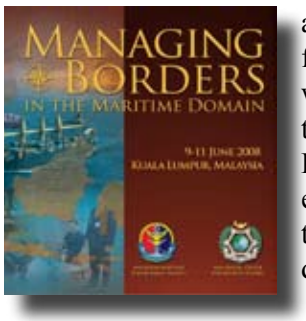
Participants: 21 from Indonesia, Mongolia, U.S. House Democracy Assistance Commission, and APCSS faculty/staff.

AUSTRALIA
Augment Curriculum Modules for Centre for Defence and Strategic Studies
May 26-30, 2008

An APCSS team conducted an energy security cooperation workshop to enhance **Centre for Defence and Strategic Studies (**CDSS) curriculum and provide a APCSS faculty development opportunity.

MALAYSIA
Managing Borders in the Maritime Domain Conference
June 9-11, 2008

APCSS partnered with the Malaysian Maritime Enforcement Agency (MMEA). Fifty-five participants attended this event which was a follow-on multinational conference to the February 2007 land-border conference held in Phnom Penh, Cambodia. This conference contributed to: a current understanding on various Southeast Asia countries' perspectives on border-management threats, challenges and opportunities in the maritime domain; descriptions and views of the basic requirements for improving maritime border management; a better appreciation for shared maritime border management; identification of ways and means of leveraging effective border management in the maritime domain to deter, interdict and lessen various forms of trafficking and other crimes detrimental to effective governance and population protection within the region; and participant way-ahead views on next steps required to improve regional maritime border management systems that work well.



Participants: 55 participation from Cambodia, Thailand, Vietnam, Malaysia, Singapore, Indonesia, Republic of the Philippines, Brunei, Australia, Japan and People's Republic of China.

HONOLULU
Alumni Association Leadership Workshop
July 1-3, 2008

This workshop established parameters for the roles and activities of alumni association geared toward advancing security cooperation; expanding alumni network capacity; enhancing self sufficiency within associations; and increasing collaborative opportunities among associations. In addition, the workshop established an accepted framework and guidelines for support to alumni associations; and standardized methods for reporting, tracking and assessing the results and impact of alumni association efforts. The workshop was deemed necessary as the number of APCSS alumni associations has increased from four to 40 the past two years with many engaging in innovative security-related activities. Bringing key representatives of each alumni association together to discuss best practices and to define the framework within

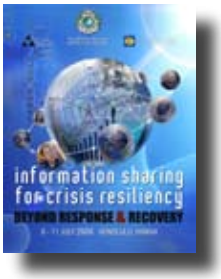
which associations and APCSS can better collaborate will help build alumni network and association capacity and stimulate the breadth and depth of alumni initiatives to advance Asia-Pacific security in support of OSD, PACOM and APCSS security cooperation goals and objectives.

Participants: A total of 61 participants including APCSS Alumni Association representatives, DoD and APCSS faculty and staff attended this workshop. APCSS Alumni Associations represented: American Samoa, Australia, Bangladesh, Cambodia, Chile, Comoros, Guam, India, Indonesia, Japan, Madagascar, Malaysia, Marshall Islands, Micronesia, Mongolia, Nepal, Pakistan, Palau, Papua New Guinea, Peru, Philippines, Russia, Solomon Islands, South Korea, Sri Lanka, Thailand, Tonga, Vanuatu, Vietnam.

HONOLULU

Information Sharing for Crisis Resiliency – Beyond Recovery and Response

July 8-11, 2008



This workshop was co-sponsored by the Pacific Disaster Center and the Center of Excellence in Disaster Management and Humanitarian Assistance. Fifty-eight representatives from Australia, Bangladesh, Japan, Malaysia, Mongolia, New Zealand, Pakistan, the Philippines, Republic of Korea, Thailand, the United States and Vietnam participated in this workshop. This workshop was designed to provide an opportunity for Asia-Pacific disaster management leaders from across the domains of civil government, military, non-governmental organizations, international organizations, and private sector to focus on information-sharing as a major tool to improve the prevention and mitigation dimensions of disaster management. The workshop addressed two aspects of information sharing: intra-governmental within host nations and multilateral across the entire spectrum of the international community.

The workshop resulted in: 1) understanding that information-sharing is an essential element of national resiliency and disaster mitigation, cross-sector trust, and confidence building; 2) proposed categories of knowledge and information to be shared that would enable preventative actions, cross-sector trust, and improved confidence; 3) shared current strategies and methodologies for intra-governmental and multilateral information sharing and existing information-sharing venues; 4) listing of key indicators of disaster resiliency and their sources which support national/sub national risk analysis/vulnerability assessment, and which may be shared regionally; 5) identification of gaps in categories, strategies, methodologies, and data of information sharing to build resiliency and prevent disasters; and 6) recommend next steps to improve information-sharing in the Asia Pacific region for disaster prevention and risk reduction, with particular attention to integrating with the ARF/ASEAN disaster management process development.

Participants: 58 participants from India, Pakistan, Bangladesh, Sri Lanka, Indonesia, Thailand, Vietnam and Hawaii-based COE, PDC and PACOM.

HONOLULU

Timor-Leste National Security Strategy Workshop

Sept. 9-12, 2008

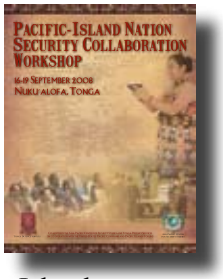
This workshop brought together selected parliamentarians and senior officials from Timor-Leste relevant to the drafting of a National Security Strategy for the nation. The workshop identified: (1) key current and anticipated security concerns confronting Timor-Leste, (2) the need for a National Security Strategy that effectively addresses these concerns, (3) the next steps required towards the implementation of this Strategy, and (4) the capacity gaps and assistance required to realize the goal of effective implementation.

Participants: 25 Intra-government participants from Timor-Leste, U.S. State Dept, and U.S. Pacific Command.

TONGA

Pacific Island Nation Security Collaboration Workshop

Sept. 16-19, 2008



The workshop focused on better understanding of current and anticipated priority security concerns among South Pacific Island nations. Outcomes included enhanced shared understanding of current and anticipated security issues in the South Pacific region; Identification of next steps required to enhance security collaboration,; and creation of a network/community of security practitioners committed to security co-operation and with shared understanding of paths forward to achieve this.

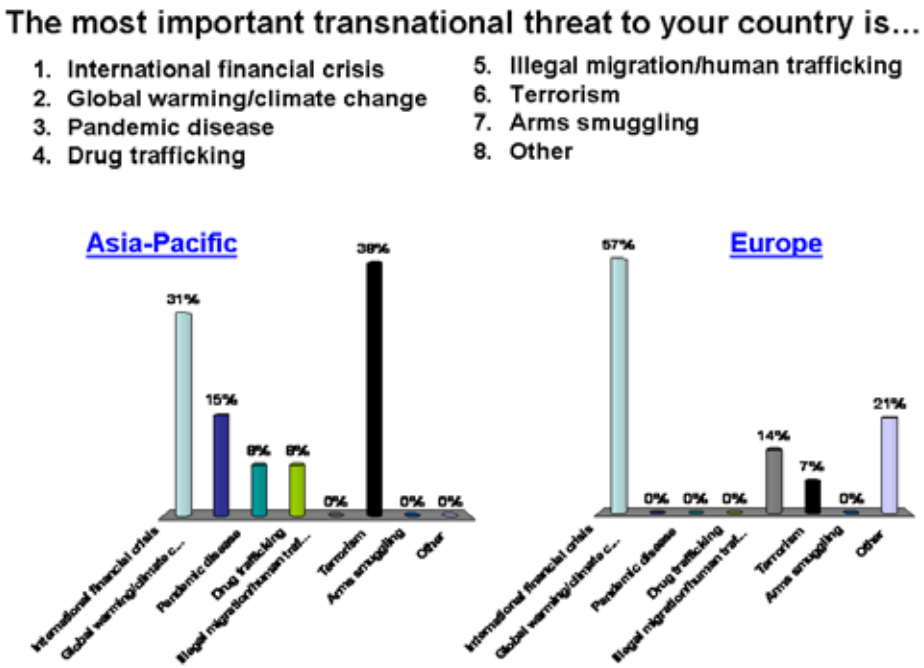
Participants: 50 security professionals from 14 Pacific Island nations including Tonga, Papua New Guinea, Australia, Niue, the Solomon Islands, Cook Islands, Republic of the Marshall Islands, Nauru, Vanuatu, Tuvalu, Kiribati, Samoa, Palau, and New Zealand. ■

Building Cross-Regional Cooperation

APCSS welcomed 27 senior alumni from APCSS and the George C. Marshall European Center for Security Studies for a 5-day seminar on "Transnational Security Challenges and Cross-Regional Cooperation."

The overall objective and theme of the seminar was enhanced inter-regional understanding of security issues and concerns in regions supported by both Centers, as well as logical security-cooperation interfaces requiring cross-regional collaboration. This inaugural seminar identified proven practices in responding to security trends and shocks and expanded potential areas of inter-regional cooperation.

Key Cross-Regional Strategic Security Trends identified included the changing strategic landscape and socio-economic issues. These issues included: the growing significance of energy security, a concern for economic stability, and the need for increased attention to environmental issues with transnational effects especially climate change. Security issues discussed included: the growing recognition of the importance of and increasing sophistication of terrorism, the proliferation of human and drug trafficking, and the spread of WMD and uranium enrichment technology.



Dr. William J. Perry, former Secretary of Defense, attended the last day of the workshop to receive an out-brief from the participants.

A follow-up workshop is tentatively scheduled for Fall 2009 at the Marshall Center in Germany. ■

Presentations from the workshop are posted on APCSSLink.

Senior alumni from both APCSS and the Marshall Center attended the workshop which was held October 26-31, 2008 in Honolulu.

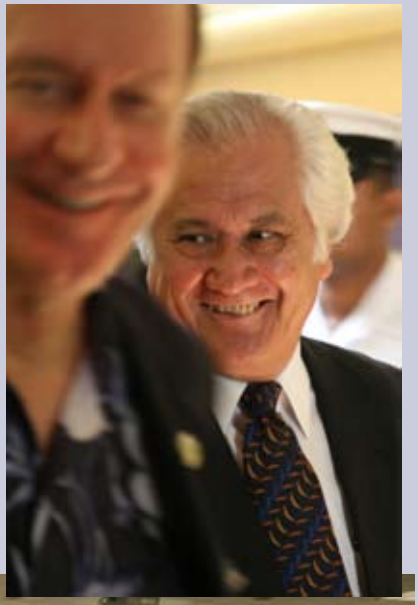
Dr. William J. Perry attended the workshop to receive an outbrief from the participants.

APCSS alumni Maj. Gen. Koichiro Bansho (Japan, EC00-2) and Agha Jan Akhtar (Pakistan, EC07-1) both participated in the workshop.

Professor Sridhar Khatri (Nepal, SEC07-1)

Visitors

More than 1,000 visitors come to APCSS each year, including senior leaders from the U.S. and other countries throughout the Asia-Pacific region. Visitors participate in roundtable discussions and serve as guest speakers.



(right) **Dr. Feleti Sevele, Prime Minister of Tonga, visited APCSS in January 2008. It was his first visit to the Center which has hosted more than 30 Tongan military and senior civilians in APCSS programs.**

(above & right) **Dr. Joseph S. Nye, Harvard University Distinguished Service Professor, former Assistant Secretary of Defense for International Security Affairs, and author of "Soft Power: The Means to Success in World Politics" met with APCSS Staff and Faculty in a special roundtable held at the Center.**

(*left*) **Paul McHale, Assistant Secretary of Defense for Homeland Defense and Security Affairs, is greeted by Lt. Gen. (Ret.) Ed Smith on August 6, 2008. Mr. McHale was briefed on new APCSS initiatives including the Comprehensive Crisis Management Course, Trends Analysis Program, and international outreach workshops.**

People
GOAL #2

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

APCSS Personnel Numbers
(as of December 2008)

Civilians	
Title V	53
Title X	24
Subtotal	76
Military	
Officer	21
Enlisted	9
Subtotal	31
Contractors	12
Grand total	**119**

APCSS enjoyed net gains over the year with the faculty achieving its highest fill rate since the Center's inception. New staff and faculty have augmented the Center's expertise in a host of important areas relevant to its mission. Gains have been made to fill gaps in expertise in such regional areas as South East Asia and Northeast Asia. Additionally, significant functional expertise has been gained in Gaming and Exercise development, Civil-Military Relations, and Humanitarian Assistance.

Faculty and staff development has been enhanced by both participation in externally-provided development opportunities in areas such as Lean Six Sigma management, and cutting edge pedagogical tools, such as Case Method, Critical Thinking and Complex Systems.

Internal faculty development using devoted time before and during curricular courses has enabled tremendous gains in faculty empowerment and sharing of best practices. ■

New Faculty in 2008

Ms. Jessica Ear Adler,
Disaster Management, Humanitarian Assistance, Int'l Law and Human Rights

Mr. Justin Nankivell
International Law

Dr. Jim Campbell
Indonesia and Biosecurity

Ms. Kerry Nankivell
International Relations and Maritime Security

Lt. Cmdr. Noel Dahlke, U.S. Navy
Civil-Military Relations

Lt. Col. Matt Schwab, U.S. Army
China

Dr. Rollie Lal
International Relations and Transnational Issues

Col. Thomas Sweeney, U.S. Army
Civil-Military Relations

Lt. Col. S.J. Lee, U.S. Army
Korea

Dr. Alex Vuving
International Security and East Asia

Maj. Brian Middleton, U.S.M.C.
Korea and Crisis Management

Dr. Bill Wieninger
WMD Proliferation/Non-Proliferation and Deterrence; Indonesia and S. Asia

Our People, Our Credentials

Lt. Col. (Ret.) John Gasner, LA Jeffords-Mills, Tonya Imus, Bette Uyeda, Sheri Uyehara and Melody Green.

APCSS Information Technology Department: Carla Estrada, Carol Oshiro, Melody Pickens, Sheryl Uyehara, Melody Green, Tom Thorton, Tessie Magaoay, Brad Ong, Matt Samson, and Chris Conde.

Dr. Elizabeth Davis, Capt. (Ret.) Carleton Cramer, Dr. Rouben Azizian, Prof. Herman Finely and Dr. Mohan Malik.

Federal Executive Board Awards

The following staff and faculty were honored at the FY08 FEB Luncheon:

Team Excellence
Information Services Department

Federal Supervisor/Manager of the Year
L.A. Jeffords-Mills
Human Resources

Employee of the Year
(Profession, Administrative and Technical)
Bette Uyeda
Comptroller

Employee of the Year
(Administrative)
Cathy Moszkowicz
Admissions

Exceptional Community Service
Tonya Imus
Alumni

Outstanding Leader
College of Security Studies
Program Manager Team
Dr. Rouben Azizian, Capt. (Ret.) Carleton Cramer, Dr. Elizabeth Davis, Professor Herman Finley, and Dr. Mohan Malik

Outstanding Mentor
Lt. Col. John Gasner, U.S. Air Force
Alumni

Infrastructure
GOAL #3

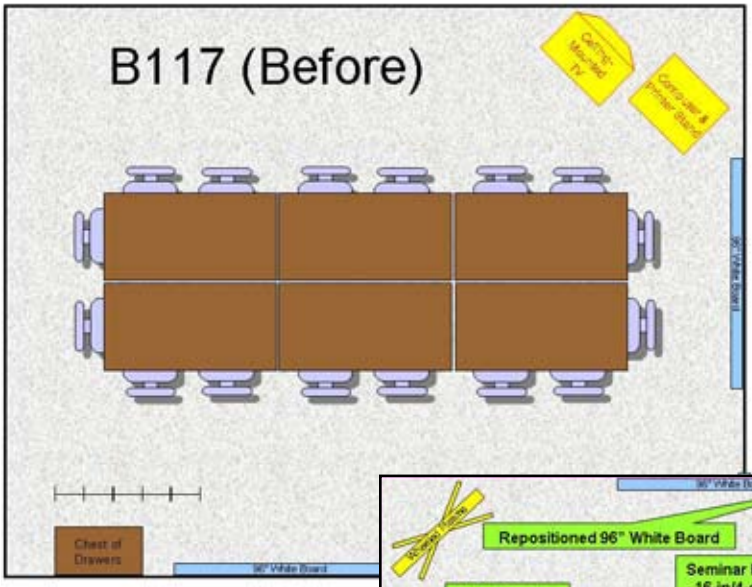
State-of-the-art infrastructure and equipment supporting all programs

In 2008, APCSS made significant improvements in the appearance and functionality of the APCSS auditorium and Center's seminar rooms in order to enable the use of relevant technology and enhance APCSS' collaborative learning experience.

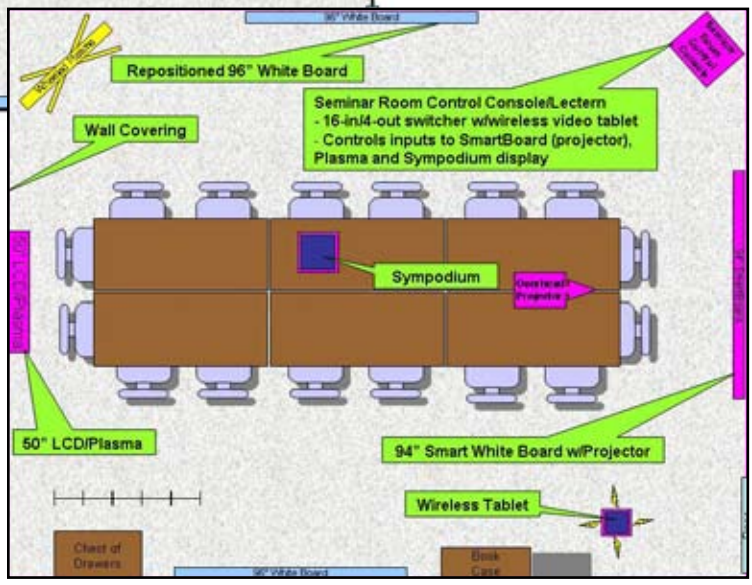
The Facilities Branch coordinated the renovation of much of the Center's "B" wing. One of the most notable changes occurred in the auditorium where workers removed the large, steel-reinforced concrete stage which, when coupled with the removal of one row of theater seating, opened up the front area for future use as a roundtable venue for up to 40 people.

Updated seminar rooms with LCD monitor and SMARTBoard.

In addition, APCSS installed sound dampening wall coverings in six seminar rooms and installed raised flooring in two seminar rooms. This flooring allows cabling to be run throughout each room without creating tripping or other safety hazards, makes the rooms vastly more configurable and capable of supporting future college requirements. The Facilities Branch topped off its efforts with the installation of new tables and chairs in six seminar rooms as well as round-table/conference seating and tables for the front of the auditorium.



B117 (After)



These schematics show the before and after difference for the seminar rooms. Installation of new equipment has added robust information technology/education technology power to course seminars,

APCSS' Information Services Division led the upgrade of electronic equipment and systems in the auditorium, the Center Conference Room, the Executive Conference Room and

Business Operations

GOAL #4

Effective and efficient business practices

Enterprise Transformation

While the term "transformation" is hardly new to the Center and has been addressed in previous Annual Reports and articles, the APCSS Enterprise Transformation initiative takes a systems view of all improvement activities occurring within the Center and the larger DSCA community, and effectively integrates them into a single, holistic blueprint to help synchronize and guide all elements of organizational change.

APCSS operates in an information-rich educational environment where "knowledge workers" routinely share information, work together in teams, and daily rely upon a diverse array of information systems, databases, and business processes to accomplish the mission. These dedicated professionals are the heartbeat of the Center and their extraordinary efforts are responsible for making the APCSS experience so uniquely valuable to its customers.

As the APCSS mission has evolved and the demands for critical information, analysis and reporting have increased, the outmoded data systems and business processes utilized by our workforce and customers have become increasingly unresponsive in meeting mission demands. To remain on the cutting-edge of executive education, it became clear that we needed to transform our business processes and better manage our knowledge assets – with the same emphasis being placed upon new program development, IT/ET infrastructure, facilities modernization and our human capital.

With this realization, APCSS embarked upon two key initiatives that are now central to our Enterprise

continued on next page

Infrastructure (*cont.*)

all eight seminar rooms. In the auditorium, the projectors were replaced with two synchronized projectors capable of creating a seamless and overlapping multimedia presentation across the existing double-wide screen.

Six seminar rooms received major technological facelifts in 2008. ISD oversaw ET/IT upgrades which included 94-inch SMART® interactive whiteboard with ceiling-mounted projectors; wall-mounted and/or portable 52-inch LCD monitors; 15-inch SMART® technology-based interactive displays (AKA Sympodium®); and wireless switching of up to 16 input devices into up to six displays. With the electronic suite in full operation, seminar leaders can use a wireless tablet to select what they want up on any of three large displays in their room, choosing from one of their own computers, a Sympodium®, a document camera or one of 13 Fellows' computers to drive the lesson/discussion. The two seminar rooms in the Center's modular building, being in a non-permanent structure, each received a 77-inch portable SMART® interactive whiteboard with an integrated projector.

The auditorum was updated to include an open area in the front to allow flexible seating configurations.

Future initiatives include configuring the Dean's Conference Room as a full-up seminar room and sound system upgrades in the auditorium to support roundtable/conference events. ■

Transformation
(*continued*)

Transformation process - the deployment of Lean Six Sigma (LSS) within the workplace, and the implementation of an Enterprise Knowledge Management System (EKMS).

Business Process Review Using Lean Six Sigma (LSS)

With contractor provided assistance, and the involvement of virtually the entire staff, important steps have been taken to define the APCSS Prime Value Chain (our primary value to stakeholders), and to document, analyze and improve 35 core business processes performed within the Center using proven LSS methods that help eliminate waste, improve quality and reduce the cycle-time required to produce desired outputs. The processes under review encompass all business segments of the APCSS mission from Alumni/Registrar activities, to Human Resources and Financial Management.

While we are still in the early phases of our LSS deployment, APCSS has successfully trained six personnel in the Lean Six Sigma method (two Black Belt and four Green Belt graduates), and will gradually ramp up its study efforts to focus on high payoff projects identified during the initial assessment of the Center's 35 core processes.

One of the principal benefits gained from employing LSS in the workplace is best described in the deployments' "burning platform" slogan of "Sustainable Excellence – Working Smarter Not Harder." By reducing waste, eliminating non value-added activities, and saving valuable time, we can improve upon both the quality of our products and the quality of life for our valued workforce and customers.

Enterprise Knowledge Management System (EKMS)

As a supporting study effort to our LSS business process reviews, APCSS is moving forward to design and implement an Enterprise Knowledge Management System that will enable our faculty, staff and students/alumni to gain more rapid access to the vital information resources they need to accomplish their work – "getting the right information, to the right people, at the right time."

The Center's EKMS will replace outdated, stand-alone databases and manual work processes with a fully integrated knowledge management system that will substantially reduce timeframes currently required to produce recurring reports and analyses – in some cases reducing cycle-times from days to minutes.

EKMS will be comprised of a suite of modern software applications that will support all business segments of the APCSS enterprise to include a Student Data System and other modules for Human Resources, Financial Management, Document Management and Automated Workflow, and Business Intelligence. EKMS will be interoperable with DSCA higher-

APCSS' Virtual World

Snapshots of the APCSS portals

APCSS has had a virtual presence for many years with its public website and AlumniNet. We've upgraded and enhanced existing sites and added other opportunities to widen our range within the virtual world.

AlumniNet has been replaced with APCSS*Link*, our local version of the Regional International Outreach portal. APCSS*Link* was unveiled in July. By the end of 2008, several hundred alumni had accounts on the system. The system provides a password-protected environment for alumni to stay in contact with APCSS and each other.

Groups are set up by both course and by country. In addition, special topic groups are also available for site users to join.

The portal, which will experience a new version upgrade in Spring 2009,

level systems such as RIO, DSAMS, SCRMS and WAS, and will provide improved student/alumni collaboration through a data rich portal-based environment.

Summary

The combined transformational effects of the Center's Lean Six Sigma and Enterprise Knowledge Management System initiatives hold great promise for the future of APCSS. The initial steps we have taken are important ones, but much more remains to be done to fully achieve the Vision, Goals and Objectives expressed in this Annual Report. ■

provides blogging and file sharing capabilities to site users.

Access to APCSS*Link* is limited to faculty, staff, alumni, current Fellows and stakeholders. However, we also have a number of subject matter experts wishing to share information using a portal.

The Asia-Pacific Collaborative Security Consortium provides a portal that is open to all security practitioners world-wide who are interested in sharing information, lessons learned and participate in specialized discussion topics.

APCSC is a joint effort between APCSS and several other organizations in Hawaii including the Pacific Disaster Center, Center of Excellence in Disaster Management and Humanitarian Assistance, Maui High Speed Computing Center and the Asia-Pacific Area Networks' Virtual Information Center. ■

APCSS and Lean Six Sigma

In February 2008, APCSS embarked on the Lean Six Sigma (LSS) journey by sending two individuals, Mr. Mark Harstad and Lt. Col. Ray Simpson, to LSS Black Belt Training offered through the U.S. Army. Since the initial training, APCSS has also sent people to LSS Green Belt training courses. Some of the initial LSS projects are in the areas of personnel and information technology.

LSS is a process improvement method that combines two separate programs: "Six Sigma" and "Lean." Six Sigma primarily uses statistical tools to help measure and access a process. Through this understanding, one can achieve improvements by better controlling the process. The "Lean" piece focuses on removing the non-value added waste in a given process. By reducing the non-value added parts, one can lower cost and time to deliver a service or product. LSS combination of the two programs is grounded in a philosophy of define, measure, analyze, improve, and control (DMAIC).

- *Define*: Identify the problem and scope of project

Ron Rezek (r) congratulates U.S. Air Force Lt. Col. Ray Simpson during the graduation ceremony for the Lean Six Sigma Black Belt course at Shafter Flats May 9. *(US Army photo)*

- *Measure*: Determine required metrics, collect data, and determine baseline
- *Analyze*: Identify root causes of problems using various tools
- Improve: Develop and implement solutions
- *Control*: Develop and implement process control system

The phasing of DMAIC is a logical step-by-step process from properly defining the problem to implementing the solutions.

As training opportunities become available, APCSS will continue to send its personnel in order to take advantage of the opportunities Lean Six Sigma offers in improving products and services. ■

Finding APCSS portals on the web:

APCSS Public Website:
www.apcss.org

APCSS*Link*:
https://www.apcsslink.org

Asia-Pacific Collaborative Security Consortium
https://apcsc.apan-info.net

Asia-Pacific Center for Security Studies
Fact Sheet (2008)

Alumni = 3,931

Executive Course: Advanced Security Cooperation (since September 1996)

- 34 Classes
- 2,235 Fellows from 49 countries
- 200+ general officers and senior civilians

Course participants:

- Future leaders and practitioners
- LTC/COL/BG/civilian equivalent
- Mix: 80/20 Int'l/U.S. & 60/40 Mil/Civ

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

- 20 Courses
- 405 Fellows from 36 countries and 3 international organizations

Course participants:

- Current leaders and practitioners
- General officer/vice-ministerial level
- Mix: 90/10 Int'l/U.S. & 60/40 Mil/Civ

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

- 11 Courses
- 554 Fellows from 65 countries

Course Participants

- MAJ/LTC/COL/civilian equivalent
- Mix: 80/20 Int'l/U.S. & 60/40 Mil/Civ

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

- 11 Courses
- 249 Fellows from 36 countries

Course Participants

- MAJ/LTC/COL/civilian equivalent
- Mix: 80/20 Int'l/U.S. & 60/40 Mil/Civ

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

- 5 Courses
- 280 Fellows, 5 countries
- Midlevel Asia-Pacific Specialists

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

- 6 Courses
- 134 Fellows from 8 countries

Course participants:

- Midlevel Asia-Pacific Specialists
- Mix: 10/90 Int'l/U.S. & 85/15 Mil/Civ

Special Courses: 74 Alumni

- Malaysia Outreach: 27
- Cross-Regional Cooperation: 27
- HDAC Outreach: 9
- SEAPOC: 11

Alumni Associations (40)

Australia	Afghanistan	Am. Samoa
Bangladesh	Bhutan	Cambodia*
Canada	Chile	Comoros
Cook Islands	Fiji	Guam
Hong Kong	India	Indonesia
Japan	Maldives	Madagascar**
Malaysia	Maldives	Marshall Is.
Micronesia	Mongolia	Nepal
Pakistan	Palau	PNG
Peru	Philippines	Rep of Korea
Russia	Solomon Is.	Sri Lanka
Taiwan	Thailand	Tonga
Vanuatu	Vietnam	US (DC & Hawaii)

To be chartered: Brunei, Kenya, Mauritius and Tuvalu
** Informal association*
***Joint alumni association with the Africa Center*

Alumni in senior positions

- Vice President/Deputy PM (3)
- Minister/Deputy Minister (14)
- Ambassador (63)
- Chief or Deputy Chief of Defense (13)
- Chief or Deputy Chief of Service (42)
- Cabinet or Parliament appointment (19)
- Governor (1)
- Advisor to Pres/King/Cabinet (17)

Conferences & Outreach

Conferences since June 1995 132
Attendees since 1995.....7,600+ from 72 countries

FISCAL YEAR 2008
ASIA-PACIFIC CENTER FOR SECURITY STUDIES

Director – Lt. Gen. (Ret.) Edwin Smith, U.S. Army
Deputy Director – Brig. Gen. (Ret.) James T. Hirai, U.S. Army
Foreign Policy Advisor – Ambassador (Ret.) Charles B. Salmon, Jr.

COLLEGE OF SECURITY STUDIES

Dean .....Dr. Lee H. Endress
Deputy Dean .....Col. (Ret.) David M. Shanahan, U.S. Army
College Chief of Staff.....Capt. Bradley B. Smith, U.S. Navy
Research Committee Chairman .....Dr. Ehsan Ahrari
Program Managers
- Transnational Security Cooperation .....Col. (Ret.) David M. Shanahan, U.S. Army
- Advanced Security Cooperation .....Dr. Rouben Azizian
- Asia-Pacific Security Foundation .....Dr. Elizabeth Van Wie Davis
- Comprehensive Security Response to Terrorism .....Capt. (Ret) Carleton Cramer, U.S. Navy
- Comprehensive Crisis Management .....Dr. Alfred Oehlers/Mr. Herman Finley
- Outreach and Conferences .....Capt. Bradley B. Smith, U.S. Navy

Faculty
Dr. Ehsan Ahrari
Dr. Rouben Azizian
Lt. Col. Eugene Bose, U.S. Marine Corps
Capt. (Ret.) Carleton Cramer, U.S. Navy
Ms. Miemie Winn Byrd
Dr. Elizabeth Van Wie Davis
Mr. Herman Finley, Jr.
Dr. David Fouse
Dr. Taj Hashmi
Mr. Mark Harstad
Dr. Steven Kim
Col. Charles King, U.S. Army
Dr. J. Mohan Malik
Dr. Alexander Mansourov
Cmdr. Brian O'Donnell, U.S. Navy
Dr. Alfred Oehlers
Mr. Tom Peterman
Dr. Yoichiro Sato
Dr. Virginia Watson
Lt. Col. Michael Weisz, U.S. Army
Dr. Robert Wirsing

Adjunct Faculty
Dr. Greg Barton
Dr. Peter Chalk
Col. John Cinco
Mr. Mike Daniels
Dr. Gerald Finin
Dr. Stanley Goosby
Mr. Richard Halloran
Mr. Leonard R. Hawley
Mr. Curtis Johnson
Ms. Mary Markovinovic
Lt. Col. Wesley Palmer
Mr. Shayam Tekwani

ADMISSIONS & BUSINESS OPERATIONS

Dean – Captain (Ret.) Richard Sears
U.S. Navy

Admissions
Chief – Mr. Tom Patykula
Alumni – Lt. Col. (Ret.) John Gasner, USAF
Registrar – Lt. Col. Mike Mollohan, USMC
Maj. Mike Craighead, USMC
Email: AdmissionsDept@apcss.org
Alum@apcss.org

Conference Support
Chief – Ms. Lenore Patton

Human Resources
Chief – Ms. L.A. Jeffords-Mills

Information Service
Chief – Mr. Tom Thornton
Mr. Brad Ong

Library
Chief – Ms. Tina Grice

Resource Management
Chief – Cmdr. Derek Webster, S.C., U.S. Navy

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*Asia-Pacific Center for Security Studies * 2058 Maluhia Road * Honolulu, HI 96815*

A workshop for designated representative of each of the APCSS alumni associations was held July 1-3, 2008. Workshop objectives were to: improve connectivity between alumni and with APCSS; develop an outline for each individual country's alumni association initiatives and challenges; and, build alumni network and association capacity, specifically outlining the role of alumni associations in advancing regional security cooperation.

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