

# Asia-Pacific Center for Security Studies



## Admissions Division Courses Handbook

Updated 18 Feb 09

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# **I. APCSS COURSE DESCRIPTIONS**

**General:** The following courses are currently offered along with the grade/job position requirements for acceptance.

## **Transnational Security Cooperation (Senior Executive Course):**

1. **Purpose:** provide senior security practitioners from the Asia-Pacific region an opportunity to share perspectives and identify and develop collaborative and cooperative approaches to transnational security issues of common concern.
2. **Description.** An intensive program for current leaders on the upward track for positions of significant national (and possibly international) responsibility. 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. 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.

Course attendees join an expanded network of contacts among regional security practitioners that include their fellow classmates and APCSS faculty, as well as a regional “community of expertise” via a dedicated web portal used by APCSS alumni and others.

3. **Length:** 1 week
4. **Frequency:** 2 to 3 times a year
5. **Fellows:** Uniformed O-7 to O-10 and civilian equivalents (from all ministries and organizations within governments as well as NGOs, IOs, and media people with security-interface portfolios); 25 nations represented, with one or two from the U.S.

## **Who would benefit by attending this course:**

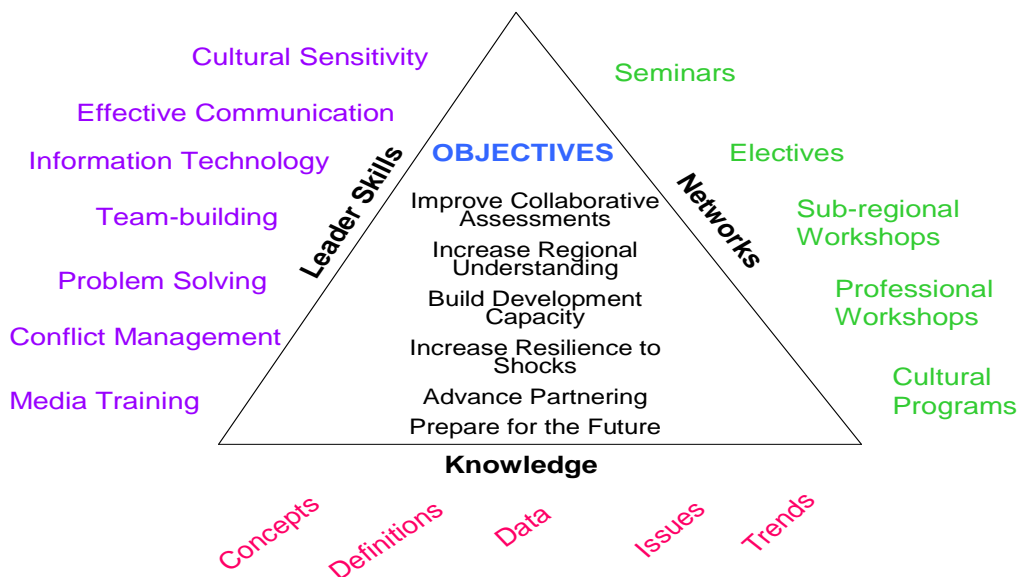
Senior security practitioners whose current/future responsibilities require influencing and/or making strategic and operational decisions within multilateral, multinational, interagency, whole-of-government forums.

Current and future senior leaders who influence security analyses and decision-making and who are on the upward track for career progression, leaders of obvious potential for national and international positions of very significant responsibility.

## Advanced Security Cooperation (Executive Course):

1. **Purpose:** The ASC course is designed to advance knowledge, skills and networks related to multilateral security cooperation in the Asia-Pacific Region among mid-career security practitioners representing national government agencies and other influential regional and national entities. The course intends to stimulate strategic analysis and understanding of major security trends and challenges in the region, available and desirable tools and processes of their mitigation as well requirements for developing adequate national capabilities to support regional effort of confidence-building, preventive diplomacy, conflict resolution and crisis management. Additionally, the course seeks to enhance individual leader skills in critical thinking, communication, collaboration and decision-making in complex multinational and culturally diverse environments.

## Conceptual Roadmap – ASC/EC



## 2. **Contributions to Intended Regional Outcomes:**

- Expanded capacity (and self-reliance) of nations and international organizations to contend with current and anticipated security challenges
- Strengthened mechanisms for interagency coordination and multinational cooperation on regional security issues
- Increased regional capability in early-warning, surveillance, and information systems for preventative action and crisis management; improved protocols and procedures for information processing and sharing

3. **Description:** The course is a comprehensive and multidimensional executive learning experience composed of three elements:

- Core Curriculum
- Advanced Studies Program of Electives
- Professional Enhancement Program that includes skills courses, guest speakers and course attendees' presentations

The curriculum focuses on the non-warfighting aspects of regional and global security - current and future - and is divided into four parts:

- Assessment of Regional Security Environment
- Regional Capacity Building for Sustainable Development
- Enhancing Regional Resilience to Transnational Challenges
- Advancing State and Agency Capabilities for Regional Partnership

Each part consists of several relevant topics presented by faculty members followed by facilitated discussions in smaller seminar groups and "learning by doing" workshop activities. It concludes with a comprehensive exercise which reinforces the intended learning objectives. In the final, course wrap-up, workshop, the Fellows will develop a collaborative regional security strategy incorporating the insights, experiences and skills gained during the course. The Electives are designed to supplement the Core Curriculum by providing a more in-depth study, discussion and interaction on specific areas of interest to the Fellows and their agencies.

4. **Length:** 6 weeks

5. **Frequency:** 2 to 3 times a year

6. **Fellows:** O-4 to O-6 (with some O-7s from those countries not considering O-7s as flag officers) and civilian equivalents (interagency, NGOs, and regional influencers); up to 45 nations represented; 50-80 Fellows per course; 80/20% mix regional/US.

#### **Who would benefit by attending this course**

Security practitioners and experts whose current/future responsibilities require significant participation in security policy formulation and execution as well as international security interaction and who have the following backgrounds.

- Military Officers
- Law Enforcement Officers
- Foreign Service Members
- Representatives of Government Agencies
- Representatives of International and Regional Organizations
- Researchers and Faculty of Government "Think Tanks" and Security Studies Colleges
- Media Representatives
- NGO Representatives
- Business Representatives

## **Comprehensive Security Responses to Terrorism (CSRT):**

1. **Purpose:** This course provides CT security practitioners in the Asia-Pacific region, as well as other designated 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 the United States and current and future counterterrorism practitioners of participating countries 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. The curriculum focuses on the non-warfighting aspects of security and is divided as follows: assessing the challenge; formulating responses to the challenge; identifying trends and challenges; strategy application and measures of effectiveness.

2. **Length:** 3 weeks

3. **Frequency:** 2 times a year

4. **Fellows:** O-3 to O-6s and civilian equivalent government officials (interagency) who work in the CT field or support those who do; 40-65 fellows per course with varying mix international/U.S., usually around 80/20%.

### **DEMOGRAPHIC OVERVIEW**

General demographic profile (target group) of those who would benefit by attending this course:

- Security practitioners (military, various ministry and law enforcement officials) whose current/future responsibilities require them to make recommendations to interagency officials involved in tactical through strategic policy formulation and implementation decisions related to combating terrorism and transnational crime.

## **Comprehensive Crisis Management (CCM) Preventing, Preparing and Responding Course Description:**

1. **Purpose:** The 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 thru 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.

2. **Description:** This course is a comprehensive examination of 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. Accordingly, course content focuses on three broad topical areas: (1) crisis assessments and condition-setting, (2) transitions across the prevent-prepare-respond cycle and (3) during- and post-crisis reconstruction. In addition to this conceptual framework, the CCM course also addresses CCM-task coalition building and operations, inter-agency coordination, stability trends analysis, preventative activities as well as international interventions, post-emergency reconstruction, transition shaping, and strategic communications. The course curriculum is generally divided into three major blocks: (1) Framing the CCM Problem, (2) Elements of Stability and, (3) Making Collaborative CCM Operations Work. Course learning objectives are achieved by preface topical lectures, followed by “learning by doing” small-group activities. Seminars are activity-based. Course includes three learning objective reinforcing exercises:

- Complex Problem Analysis
- Integration of Lines of Effort: East Timor Case
- Post-shock event reconstruction: planning for a multinational, whole of government, civil society effort that synergistically develops all five major lines of effort towards restoring stability in the affected nation.

All course attendees attain membership in an expanded network of contacts among security practitioners that includes their fellow class-mates and APCSS faculty as well

as the APCSS alumni network and a regional CCM “community of expertise” via a dedicated web portal.

3. **Length:** 4 weeks

4. **Frequency:** 2 to 3 times a year

5. **Fellows:** O-4 to O-6s and civilian equivalents (interagency, NGOs, and regional influencers) who work in the crisis management/recovery fields; 30-60 fellows per course; mix of approximately 70% regional/ 30% U.S.

**Who would benefit by attending this course** Practitioners whose current or future responsibilities relate to CCM in one or more of these areas:

- Security (military and law enforcement)
- Infrastructure restoration
- Humanitarian assistance
- Economic internal development
- Governance strengthening
- Transitions planning, coordinating and negotiating
- Forecasting or Assessing CCM challenges

## **Asia – Pacific Orientation Course (APOC):**

1. **Purpose:** This course provides a basic orientation on trends and current issues shaping the Asia-Pacific security environment, equipping course Fellows with policy perspectives and tools important for duties at interagency / 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.

2. **Description:** The course provides an introduction to Asia-Pacific culture, politics, protocols and challenges, while addressing U.S. interests in the region. The curriculum is focused by day and examines: Day One) Security Foundations, Day Two) Regional Perspectives, Day Three) Country Specific Issues, Day Four) Regional Cooperation on Interstate Challenges, and Day Five) Regional Responses to Transnational Challenges. Attention is given to both historical and emerging issues. The course includes a rigorous program of lectures and interactive sessions, and three break-out seminar sessions.

All course attendees attain membership in an expanded network of contacts among security practitioners that includes their fellow class-mates and APCSS faculty as well as the APCSS alumni network and a regional “community of expertise” via a dedicated web portal.

3. **Length:** One week.

4. **Frequency:** Three times per year.

5. **Fellows:** 0-3 through O-6 and their civilian equivalents, with selected warrant and NCOs; 32 (once per year) or 75 fellows (two times per year) per course; U.S. and other Asia-Pacific/International self-funded participants.

### **Who would benefit by attending this course:**

- Primarily U.S. PACOM or component leaders whose current position requires making (or having significant input to) critical interagency decisions requiring significant input to intergovernmental policy analysis, formulation and decisions in international settings
- Primarily U.S. PACOM or component security practitioners serving as critical action officers
- U.S. and Asia-Pacific security practitioners or leaders in training for service in international settings whose current/future responsibilities require significant input to intergovernmental policy analysis, formulation and decisions

U.S. and Asia-Pacific security practitioners serving as critical action officers for important interagency organizations/headquarters

**Note:** Selected waivers may be granted the grade requirements for these courses. These waivers are normally only granted for small countries that do not have sufficient personnel in the required grades for course attendance or have a national police force in lieu of a military. The law enforcement structures use normal law enforcement ranks that do not necessarily directly correspond to the military grade structure.

## **Senior Asia – Pacific Orientation Course (SEAPOC):**

1. **Purpose:** This course provides a basic orientation on trends and current issues shaping the Asia-Pacific security environment, equipping Senior Fellows with policy and cultural perspectives important for interaction and engagement with Asia-Pacific nations. By design, this course directly supports the U.S. Pacific Command by providing its senior staff and supporting components an educational environment to create a foundation of knowledge or build upon already existing Asia-Pacific experiences.

2. **Description:** The course provides an introduction to Asia-Pacific culture, politics, protocols and challenges, while addressing U.S. interests in the region. The curriculum is focused by day and examines: Day One) Regional Perspectives, Day Two) Regional Issues, and Day Three) Transnational Challenges. Attention is given to both historical and emerging issues. The course includes a rigorous program of lectures and interactive sessions, and three senior-leader seminar sessions.

All course attendees attain membership in an expanded network of contacts among security practitioners that includes their fellow class-mates and APCSS faculty as well as the APCSS alumni network and a regional “community of expertise” via a dedicated web portal.

3. **Length:** Three days.

4. **Frequency:** Two times per year.

5. **Fellows:** O7 and above and their civilian equivalents; up to 25 Senior Fellows per course; all self-funded. This is a U.S. only course.

### **Who would benefit by attending this course:**

- Primarily U.S. PACOM or component Senior Leaders whose current position requires making (or having significant input to) critical interagency decisions requiring significant input to intergovernmental policy analysis, formulation and decisions in international settings
- U.S. Senior Leaders in training for service in Asia-Pacific settings whose current/future responsibilities require significant input to intergovernmental policy analysis, formulation and decisions
- U.S. security practitioners serving as Senior Leaders for important interagency organizations/headquarters with Asia-Pacific linkages

**Educational Objectives:** To achieve the course purpose stated above, the SEAPOC has specific educational objectives in four areas: 1) Enhanced knowledge, 2) Improve Fellow leader skills, 3) Expand Fellow security-practitioner, 4) Build Fellow Teaming Skills:

1. *Enhanced knowledge in the following areas:*

- Knowledge and better understanding of the Asia-Pacific region as a whole
- Understanding of sub-regional and national perspectives on security challenges
- Understanding of selected Regional Issues and Transnational Challenges

2. *Improve Fellow leader skills in the following areas:*
  - Enhancing skills and abilities in articulating U.S. national security policy; confidently and assertively proposing options to security-policy formulators and decision-makers for action
  - Accurately identifying man-made and natural threats and security challenges, regional and transnational
  - Identifying risk and articulating options balancing risk with intended outcomes related to countering terrorist ideologies and stability operations
  - Identifying alternative security-cooperation options
3. *Expand Fellow security-practitioner networks in the following areas:*
  - Among Senior Asia-Pacific Orientation Course Fellows
  - Among APCSS faculty and guest lecturers
  - Through alumni contacts at home and regionally
4. *Build Fellow Teaming Skills:*
  - Identify, link, and exploit team-member expertise, perspectives
    - Unique contributions possible
    - Areas of agreement/disagreement/inter-dependencies
  - Identify requirements to act (terms of reference, subject knowledge needed, methods of operating)

**Educational Approach:**

- Primary medium for learning in this course are essential, current, real-world background context lectures and interactive sessions
  - To allow the Senior Fellows to interact with APCSS Senior Leadership and each other, three Senior Leader seminars are offered: 1) Regional Perspectives 2) Regional Issues 3) The Future of Security Cooperation in the Asia-Pacific Region: Senior Practitioner's.
  - Discussions, interactive presentations, and seminars are guided by flexible APCSS facilitators and Senior Leaders encouraging mutual respect, transparency, non-attribution, effective listening, and clear communication skills
  - Faculty and Senior Leaders will ensure Fellows understand all information presented in lectures, interactive presentations, and seminar sessions
- APCSS will emphasize factual analyses, conclusions and recommendations based upon today's security issues but taking into account cultural perspectives

## International Nominations:

All nominations are coordinated through the U.S. Embassies located in each country. The Defense Attaché Office (USDAO) or Office of Defense Cooperation (ODC) is the point of contact (POC) for all nominees.

**Note: No nominations are accepted directly from international nominees without first coordinating with the U.S. Embassies.**

- Students must be coordinated through the host country with the POC at the U.S. Embassy. Once the student has complied with all U. S. Embassy requirements, the U.S. Embassy USDAO/ODC will direct the perspective student will complete the on-line remigration form on our website ([www.apcss.org](http://www.apcss.org)) for the selected course.
- For the Senior Executive Course, the perspective student will concise a Narrative biography with photo for review by Admissions-Registrar and upon approval from APCSS Admissions/registrar's office, the nominees will complete the on-line registration form.
- Members of Non-Governmental Organizations and/or International Media Organizations are now allowed to attend APCSS courses as self-funded fellows. Billets are obtained via the U.S. Embassy in that host country. If you are unsure of who to contact at the embassy, please contact the Registrar Branch at (808) 971-8925 or email [RegistrarBranch@apcss.org](mailto:RegistrarBranch@apcss.org)
- Each U.S. Embassy should provide an e-mail or letter from the DATT or Ambassador concurring with the nomination. Email [RegistrarBranch@apcss.org](mailto:RegistrarBranch@apcss.org) Letters can be faxed to (808) 971-8920 or (808) 564-5017/Student Affairs Coordinator.
- Once approved, Admissions-Registrar will send an Acceptance Letter to the U.S. Embassy POC.
- Once this letter is received, *an airline itinerary w/cost must be sent to the Student Affairs Coordinator.* Invitational Travel Orders (ITO/s) will be cut once appropriate travel itinerary(s) is received. **Note:** Even for non-funded countries, itineraries are still needed to facilitate airport pick-ups for all Fellows arriving at the Honolulu International Airport.

## U.S. Nominations:

U.S. nominations are usually U.S. military, military affiliated or U.S. government agencies. The Registrar maintains a list of POC's for all military MACOMS, academic institutions or U.S. government agencies currently participating in the course. Nominations for these participating organizations/agencies are routed through each organization POC. If you are not sure who your POC is, please submit a biography (see below) or send an e-mail to the Registrar [RegistrarBranch@apcss.org](mailto:RegistrarBranch@apcss.org). If your organization has no POC, we will accept your nomination directly as long as we receive

the endorsement letter/memorandum discussed below. Preferences for U.S. nominees include: U.S. military assigned to the Asia-Pacific region or who will be assigned to the region; Foreign Area Officers and Attachés (both incoming/outgoing); U.S. government agency representatives responsible for and knowledgeable in Asia-Pacific regional policies and U.S. military service college instructors involved in Asia-Pacific regional curriculum.

- All nominations require a biography that can be submitted via the APCSS on-line registration form on our website [www.apcss.org](http://www.apcss.org).
- Upon approval, all POC's will receive an Acceptance email from the Registrar at APCSS.
- **All arriving Fellows are picked up at the Honolulu International Airport.**

## **II. ADMISSIONS TEAM**

Admissions Division is the focal point for all non-academic (support) matters and is divided into two branches: Registrar and Alumni. All questions regarding this handbook information should be directed to Admissions personnel.

Admissions Division	(808) 971-8920 (fax)
Chief, Admissions Division	(808) 971-8906
LTC (Ret) Tom Patykula, USA	(808) 216-5093/265-8599 (mobile)
Chief, Registrar Branch	(808) 971-8925
LtCol Michael S. Mollohan, USMC	(808) 864-2369 (mobile)
Asst, Registrar Branch	(808) 971-4059
Major Michael Craighead, USMC	(808) 864-2375/265-8595 (mobile)
Student Affairs Coordinator	(808) 971-8913
Ms. Debb Dowell	(808) 564-5017 (fax)
Chief, Alumni Branch	(808) 971-8981
LtCol (Ret) John Gasner, USAF	(808) 265-8598 (mobile)
Asst, Alumni Branch	(808) 971-8978
Major Stewart Taylor, USA	(808) 265-8594 (mobile)
Asst, Alumni Branch	(808) 564-5092
Major Roderick Santulan, USAF	(808) 469-1763 (mobile)

### **III. ARRIVAL INFORMATION**

#### **Airport Arrival:**

All international passengers must process through U.S. Customs. An APCSS staff member will meet all arriving Fellows outside the Customs area (international arrivals) or at the baggage claim (domestic arrivals). The staff member will be holding a large sign with the APCSS logo and the arriving Fellow's name. The staff member will then transport the Fellow back to his/her condo.

*All Fellows are encouraged to carry on a change of clothes, personal toiletries, and other necessities in case baggage/luggage is lost.*

**In the unlikely event you are “not” greeted at the airport, call the Admissions Chief or the Registrar ASAP.** They can be contacted at the numbers provided in this handbook (page 11). If you are unable to contact anyone, take a taxi to 444 Nahua Street in Waikiki. The APCSS Facility Manager will be on site for the weekend to greet/brief all arriving Fellows on their condo facilities. **KEEP YOUR TAXI RECEIPT** for pay purposes.

#### **In-processing:**

In-processing begins between 0700-0800 the first day of the course. All Fellows who live in the contract condominium will meet in the lobby at 0630-0700 for bus transportation to APCSS. All Fellows should report for duty in the short sleeve working uniform (Army class B, Marine Corps Class C, Navy summer whites, or business suit for civilian fellows).

Morning in-processing will include several briefings and each Fellow will be issued a laptop computer followed by a “welcome” lunch (catered). Fellows from un-funded countries need to bring money to cover the lunch (\$10.00 dollars). Afternoon in processing will include pay-related issues, APCSS building access cards, Alumni forms, and library tour.

**Funded Fellows must bring all travel receipts (hotel required) and roundtrip airline tickets/itineraries for reimbursement to the Student Affairs Coordinator.** Fellows must keep their own tickets and visas/passports. APCSS will not provide storage for these items.

#### **Accommodations:**

Fellows funded by the APCSS reside in contracted condominium suites located close to the Center. APCSS provides daily transport to/from the Center. The one-bedroom/one-bathroom suites are fully furnished with a living room and kitchen. Each condo also has a washing machine/dryer, air conditioning, cable television/VCR, wireless internet and free local telephone with answering service (voicemail).

The condominium management provides maid service twice a week, a videotape library (free checkout), and a rooftop recreation area with a swimming pool, sauna, exercise room, shower, and barbeque grill. *The management also provides an optional safety deposit box in the main office for high value personal items.*

The condominium is a secure building with security guards. However, *Fellows should not leave valuable items unattended.* Lock your door and safeguard your room key. Large sums of money should either be deposited in a bank or in a safe deposit box at the condo. Close and lock windows, store valuables, and report any missing or stolen items to the residence staff immediately.

Un-funded Fellows are not required to billet in the APCSS contracted condominiums, but should consider staying nearby to facilitate transportation to the Center. Self-funded fellows that do not stay at the contract condominiums should provide the name of the facility/address/phone and room number to the Admissions/Registrar Division. Fellows who stay at a location other than the contracted condominium are required to provide their own transportation to the APCSS each day. Self-funded fellows have multiple choices with respect to contracted room rates. APCSS contracted condominiums room rate is \$130.00 a night. Contact the Registrar for details approximately 30 to 45 days prior to class for most recent prices. All self-funded fellows who decide to live in other accommodations need to provide info to the Registrar 30 days prior to course start date. This allows our local contractor to release unused condos for local rentals.

## **Mail Services:**

Each Fellow is assigned a mail/distribution box located in the Fellows' break room. Fellows should check their boxes daily for academic information, schedules and other general information.

Personal mail will also be distributed through the Fellows' boxes Monday-Friday. The Registrar Branch will hold oversize mail. Fellows should ask family members to refrain from sending mail within two weeks of the course graduation. Your address while in the course is:

Your name and class number (ex. Joe Smith, Executive Course 08-1)  
Admissions Division  
Asia-Pacific Center for Security Studies  
2058 Maluhia Road  
Honolulu, HI 96815-1949

Outgoing mail may be sent from the U.S. Post Office located on Saratoga Road, about 300 meters from the Center.

*Note: If you submit a Temporary Change of Address Card to receive mail at APCSS, ensure that upon departure you complete a Change of Address Card "back" to your original/forwarding address. Admissions personnel can assist you with this.*

## **Telephone/Fax/E-mail and Copy Services:**

The telephone in the break room is for local calls only. There is no charge for local calls.

The Admissions office has one fax machine for Fellows use. All faxes must be logged into our logbook. Admissions personnel will send all faxes.

All Fellows will be issued a laptop computer and an Internet/E-mail account. All Fellows should check E-mail daily. This should be the primary means of communication back to your country.

The Center has two photocopy machines for Fellows to use. The first is located outside the Admissions Division/second is located inside the Library.

Global phone cards are sold throughout the various stores in Waikiki for personal calls.

## **IV. TRAVEL/PAY:**

### **Travel Pay:**

Fellows funded by APCSS will be reimbursed for lodging and travel expenses incurred during their trip. Reimbursement is limited to the authorizations provided on the Invitational Travel Order (ITO) by our U.S. Joint Travel Regulations (JTR). Reimbursement amount is dependent upon home country and trip itinerary.

*Fellows must provide hotel receipt(s)/roundtrip airline ticket(s), and all other receipts for inbound travel expenses in excess of \$25 to the Student Affairs Coordinator within the first week of class.*

Outbound travel expenses will be paid the last two weeks of course. Fellows will be asked to verify the accuracy of return travel itineraries four weeks prior to departure in order to prepare final pay/travel arrangements. Funded rest stops are provided based upon the U.S. Joint Travel Regulations (JTR). If changes are made with any other stops en route for personal convenience without justification from the U.S. Embassy travel office a *funded rest stop will not be authorized.*

### **Per Diem:**

All APCSS funded Fellows are entitled to a daily meals and incidentals rate (currently \$38.50) while attending the course. All funded fellows will be given an advance on the first day of class.

## **Bank/Check Cashing:**

Fellows *should not* bring two-party non-U.S. bank or other checks. The best way to bring money to the United States is through travelers' checks or cash. Fellows may open a bank account at a local bank for a nominal (\$40) start up fee. This bank may be used for wiring money. However, *no foreign checks will be cashed*.

## **Outbound Travel Arrangements:**

In making your outbound travel plans, do not schedule a flight prior to 1800 on graduation day. You should provide the Student Affairs Coordinator with your complete travel itinerary outlining your overnight stays. ***You are responsible for any changes to travel for personal reasons, and also any extra expenses associated with the changes.*** The Student Affairs Coordinator is not responsible for scheduling you or your family members' travel during the course. Changing travel (internationally) is very difficult and usually incurs additional fees of \$50-\$100 for just date change not re-routing.

Travel arrangements are coordinated from your country of origin to APCSS and back by ***most direct route***. Fellows should make every effort to ensure their visiting spouses are coordinated for flying home on the same airline. It is usually impossible to correct once ticket is cut.

## **Luggage/Baggage Requirements:**

Each Fellow is authorized ***only two pieces of luggage***, weighing no more than 50 pounds each *for U.S. carriers*. The combined length, width, and height shall not exceed 62 inches. Each Fellow is also authorized one carry on bag weighing not more than 40-50 pounds (depending on airline). ***If you bring more than the allotted amount, you will be required to pay excess (\$75 – \$150).*** \*Check with your embassy travel representative for country-specific requirements to include baggage weight (especially for your own carriers). *Excess baggage costs are at Fellow's personal expense.*

## **V. UNIFORM AND DRESS POLICY**

### **Uniforms:**

All military Fellows should bring at least one, and are encouraged to bring two, Class "B" (Class "C" for Marines) working day uniform(s). This is the type of uniform you would wear in the office/classroom environment. This uniform will be worn when attending command sponsored briefings and other designated events. On average, Fellows will wear uniforms once every two weeks.

In lieu of a uniform, civilian Fellows should bring appropriate business attire (men-coat and tie or business suit;/women-dress, business suit or pant suit).

## **Daily Clothing Requirements:**

All APCSS staff, faculty, and Fellows wear “aloha casual” clothing to work. For men this is slacks and a button-down collared shirt, socks, and dress shoes. For women this may be professional casual work attire. It sometimes gets cool in the auditorium, recommend a light weight jacket or sweater be brought to wear in the auditorium during lectures. *Other clothes like shorts, jeans, beach attire, and sandals **are not permitted** during the workday.*

## **Dress (extra-curricular activities):**

Fellows should bring shorts, T-shirts, golf shirts, athletic shoes, sandals, and other comfortable clothing to wear on weekend excursions and other out-of-class activities. The Hawaiian weather permits the wearing of warm-weather clothes year round, but *Fellows still **need a light jacket for classrooms/evenings.***

## **National Dress:**

All Fellows may be requested to wear ethnic clothing to at least one event while attending the course.

## **VI. POLICY AND ADMINISTRATIVE INFORMATION**

### **Class Attendance:**

Attendance is “mandatory” for all events scheduled on the Weekly Course Calendar. Some events are voluntary and will be annotated as such. If you are unable to attend a lecture or seminar due to illness, you must contact the Registrar Branch. In order to miss an academic event for any reason, you must get approval from the Director of the College of Security Studies. Failure to attend all classes could result in dismissal from the Course.

### **Leave and Holidays:**

Fellows are not permitted leave while assigned to the course unless specifically authorized by the Fellow’s home country.

All travel away from the Center should be conducted in a non-official capacity after the course is completed. *All expenses incurred are the responsibility of each Fellow.*

### **Visa/Passport Information:**

*Fellows attending the Course from countries that require a visa/passport must ensure that it’s valid for the entire course and travel home. The Center is unable to obtain visa/passport extensions for Fellows, but can refer individuals to local authorities. Each Fellow should work with his embassy to ensure all visa/passport paperwork is taken*

*care of prior to departure. We recommend each Fellow receive an A2 official government visa/passport.* Use of the A2 over the B1/B2 visa will assist in ensuring the orderly and timely exit from U.S. Immigrations/Customs upon arrival in Honolulu, HI. Selected countries under the new rules recently adopted may face increased scrutiny for entrance into the U.S. Use of the A2 visa/passport should alleviate delays. Upon arrival present all travel documentation to Customs officials (Invitational Travel Orders, Acceptance Letter, etc.).

*The APCSS cannot help obtain visas/passports or extensions for Fellows' families. Ensure they have all paperwork completed of prior to departure for Honolulu.*

All Fellows must have a valid visa/passport for the duration of their stay in the United States, but are not required to carry them once here. For travel outside of Hawaii, Fellows must have their visas/passports.

### **Family Member Visits:**

All Fellows attend the course in an unaccompanied status. The Center does not financially support family members. *If a Fellow brings a family member to Honolulu, APCSS assumes no responsibility to support the family member. Family members will not be allowed to attend events or shop at the Military Exchange or Commissary until the second to the last week of the course and only if transportation is available.* Family members are authorized to visit during the last two weeks of the course. All visiting spouses should bring a picture ID card (visa/passport) to be able to gain access to military exchanges/commissaries.

### **Sexual Harassment:**

Sexual harassment is a form of sex discrimination that is forbidden by law and will not be tolerated on any level. It erodes morale, compromises the integrity of the employment relationship, and interferes with the productivity of our organization. It violates employees' rights to work in an environment free from sexual pressure.

Sexual harassment involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career, or
- Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions; or
- Such conduct interferes with an individual's performance or creates an intimidating, hostile or offensive environment.

*Sexual harassment may result in expulsion from the course.*

### **Local Law Enforcement:**

If detained by the U.S. Military Police or the Honolulu Police, please be cooperative and courteous. Ask the police to call the Admissions Division Chief or the Registrar

(numbers provided to you in this Handbook on page 11 and again upon arrival). We will cooperate with the local authorities and request that any required investigation be completed as quickly as possible. Prostitution and the solicitation of prostitution is illegal in Hawaii, your arrest of this crime or any crime may result in expulsion from the course.

## **VII. MEDICAL/DENTAL SUPPORT**

### **General:**

All Fellows are encouraged to bring with them personal medical/dental records for use in the event of a health problem. Fellows should also ensure their immunizations are current, and, *if taking medications, should bring enough for the duration of the course.* Costs for all medical and dental treatment received while attending the course will be charged to the Fellows' home countries. *Medical/dental care will not be provided for Fellows' family members.*

### **Medical Sick Call:**

The health care program while attending the course is designed to treat serious illness and emergencies only (these are not considered serious illnesses: rashes, colds, cough...). For serious illness, the Admissions Division will arrange for transportation to military sick call on weekdays at 0700. If you become sick during the course, notify the Admissions Division to set up transportation. *Do not set up consultation, treatment, or prescription without going through the Admissions Division, or you will be charged for the service.*

Emergency medical treatment will be handled through the Tripler Army Medical Center or the Pearl Harbor Makalapa Clinic (time permitting). If a Fellow is seriously injured, call 9-1-1 and provide first aid until help arrives then call the Admissions Division Chief or the Registrar ASAP.

Over-the-counter medications are available for sale in local stores and military exchanges.

### **Dental Sick Call:**

In the event of an emergency dental problem, the Admissions Division will arrange for a dental appointment at the earliest opportunity.

## **VIII. SHOPPING FACILITIES**

### **Pearl Harbor Naval Station Exchange (NEX):**

The Pearl Harbor Navy Exchange is available to international Fellows for unlimited usage during the course. The Admissions Division will provide transportation for the Fellows on a weekly basis. The exchanges are similar to department stores, with

clothing, computers, household goods, and toiletries. The Exchanges are open Monday thru Saturday from 0900-2100 and Sunday from 1000-1900.

### **Pearl Harbor Naval Station Commissaries:**

The Pearl Harbor Navy Commissary is available to international Fellows for unlimited usage during the course. Admissions Division will provide transportation for the Fellows on a weekly basis. The commissaries are similar to large grocery stores, and are well stocked with fruit, vegetables, meats, dairy products, canned goods, and toiletries. The commissaries are the lowest priced grocery stores on O'ahu. *The store employees who bag the groceries work only for tips, and it is customary to tip one or two dollars for their service.* Commissary hours are 0900-1900 daily.

### **Military Clothing Stores:**

Fellows will be afforded an opportunity to visit each service military clothing store (Army, Navy, Air Force).

### **Hale Koa Post Exchange:**

The Center is located on Fort DeRussy Military Reservation, across the street from the Army's Hale Koa Hotel. The Hotel has a small Post Exchange and is available to all Fellows. The store hours are 0800-2200 daily. The Hotel also has a small barbershop and hair salon. Men's haircuts cost \$7.50 and a woman's cost \$19.50. Appointments are required (tel. 944-3699). Barber shop/hair salon hours of operation are Monday thru Saturday from 0830-1700.

## **IX. GRADUATION/DEPARTURE**

### **Graduation:**

The graduation ceremony is normally held on the last week of class in the afternoon. The ceremony lasts about an hour and a half, and Fellows may bring guests. For Fellows that intend to bring VIP guests, please inform the Registrar. The event is formal, and military Fellows will be in uniform and civilian Fellows in coat and tie.

### **Course Materials Shipment:**

Personal items and course material must be shipped at Fellows' expense.

### **APCSS Check Out:**

Fellows must turn in the laptop computer, security access card, library materials, and pay snack fund prior to departure.

## **Room Check Out:**

Fellows must ensure that condominium rooms are left in the same condition as upon arrival. Any problems with the rooms must be taken care of with the Condominium Manager through the Center's Facility Manager. Fellows will leave the condominium room keys on the dressers prior to departing the rooms.

## **Transportation to Airport:**

The Registrar will set up shuttle service to the airport for each Fellow based upon individual departure times. This will be coordinated once outbound travel arrangements are finalized.

## **X. ALUMNI PROGRAM**

APCSS has an established Alumni Association to promote and enhance the Center's education programs. The program provides a forum through which alumni may keep in contact with each other and with APCSS staff and faculty. The Alumni Branch maintains a database of all graduates, publishes a class book and semi-annual newsletter, and distributes an annual alumni locator book. The Alumni Branch also coordinates alumni visits with the APCSS President, Executive Director, and faculty, as they travel throughout the Asia-Pacific region. Alumni questions should be directed to the Chief, Alumni Branch (number also listed at the beginning of this handbook).

Chief, Alumni Branch (808) 971-8981  
LtCol (Ret) John Gasner, USAF (808) 265-8598 (mobile)

Records Manager:  
808-564-5092

Section generic e-mail: [alumnidivision@apcss.org](mailto:alumnidivision@apcss.org)

## **XI. USEFUL INFORMATION**

### **Public Transportation:**

O'ahu public transportation is via the city bus known as "The Bus." For \$2.00 one can travel to nearly any destination on the Island. One transfer ticket is authorized per trip. For \$40 one can purchase a monthly pass that includes unlimited rides anywhere on the island. Passes are available at any 7-11 store, Foodland, Star Market, or Satellite City Hall.

### **Automobile Parking:**

No rental cars are authorized for Fellows assigned to any APCSS Courses. Any Fellow who decides to rent a car is at his/her own expense. We do not provide parking stalls at

444 Nahua (condo). We do not provide parking cards for the Hale Koa parking garage for Fellows assigned to the course. The only exception to the Hale Koa parking card rule is for on-island Fellows (those assigned to U.S. Military MACOMS or other organizations who reside full time on the Island of Oahu). These personnel will be provided permanent parking cards for the duration of their course.

### **Religious Services:**

Fellows are encouraged to observe the religious practices of their choice. Virtually all faiths are represented in Honolulu. A list of many denominations is available to the Fellows upon arrival.

### **Physical Fitness:**

Fellows may engage in a wide variety of physical fitness activities during their stay. All Fellows are authorized to use the fitness center located in the Hale Koa Hotel for \$40 per month. There is also a small gym inside the condominium where most of the Fellows live (keys are located in the office/room 1409).

### **Smoking:**

Smoking is not permitted within any of the APCSS facilities/vans. Outdoor smoking areas are marked. Fellows may smoke within their condominium suites.

### **Jet Lag:**

Jet lag is the result of disruption of the body clock or sleep-wake cycle. It usually will take a day to recover for every two to three time zones crossed. Symptoms include fatigue, irritability, nausea, poor appetite and difficulty sleeping. In order to minimize its effects Fellows should:

Before departure-adjust eating and sleeping patterns according to Honolulu local time several days before departure.

During flight-upon boarding reset your watch to the destination time and try to adjust eating/sleeping patterns accordingly, for morning arrivals-try to sleep/avoid caffeine, for evening arrivals-try to stay awake on the flight,/sit next to a window to maximize sunlight exposure,/drink plenty of water and definitely limit alcohol intake.

After arrival-help to reset your body clock as quickly as possible by forcing your body to adjust to the Honolulu time.

If it is daytime-stay awake/go outdoors in bright sunlight and get plenty of exercise. If you travel East/expose yourself to morning light-if traveling West/ expose yourself to afternoon light. Take naps for no more than 45 minutes. If it is nighttime-eat high carbohydrate foods such as pasta, fruit, rich desserts, bread, and cake. Avoid stimulants like coffee, tea, or soda. Try and sleep.

## **Hawaiian Customs:**

The state of Hawaii, though small in population, has one of the world's most diverse cultures. People of the Islands, from all ethnic backgrounds, live "Aloha." The Hawaiian language is used extensively in the names of people, towns, and streets.

Hawaii is the only U.S. State where a monarch once ruled. Reminders of Hawaii's royal heritage can be seen at sites like the statue of King Kamehameha, Iolani Palace (the only royal palace on U.S. soil), Queen Emma's Summer Palace, and the Bishop Museum.

During the course Fellows will have the opportunity to visit many of O'ahu's most popular tourist attractions, including: The Arizona Memorial, the National Memorial Cemetery of the Pacific (Veteran's Day), the Blow Hole, Hanauma Bay, Diamond Head, Pali Lookout, the North Shore, and others. There are many tourist attractions in Waikiki that are free. Within walking distance of the condominium are weekend festivals, a weekly Polynesian cultural show, torch lighting and conch salute, and Friday night fireworks at the Hilton.

# Map of Waikiki



## Admissions Extra-curricular Activities/Social Program:

<u>WEEK</u>	<u>ACTIVITY</u>	<u>COST</u>
1	<p style="text-align: center;"><b>Welcome Lunch</b></p> <ul style="list-style-type: none"> <li>- Cost deducted from funded Fellows per diem</li> <li>- Un-funded Fellows need to bring money</li> </ul>	\$10.00
1	<p style="text-align: center;"><b>Pali/windward oahu tour</b></p> <ul style="list-style-type: none"> <li>- Fellows funded by APCSS</li> <li>- Fellows will need \$5-\$10.00 for lunch</li> </ul>	N/A
1	<p style="text-align: center;"><b>Ice Breaker</b></p> <ul style="list-style-type: none"> <li>- Fellows funded by APCSS</li> </ul>	N/A
2	<p style="text-align: center;"><b>444 Nahua Roof Top Social</b></p> <ul style="list-style-type: none"> <li>- Provided by 444 Nahua Condo Management</li> </ul>	N/A
3	<p style="text-align: center;"><b>Polynesian Cultural Center</b></p>	\$50.00
4	<p style="text-align: center;"><b>Arizona Memorial/Flea Market</b></p>	N/A
5	<p style="text-align: center;"><b>Diamond Head Hike</b></p>	N/A
6	<p style="text-align: center;"><b>Class Picnic</b></p> <ul style="list-style-type: none"> <li>- Cost deducted from funded Fellows per diem</li> <li>- Un-funded Fellows need to bring money</li> </ul>	\$12.00
7	<p style="text-align: center;"><b>Class Golf Tournament</b></p>	\$15.00
8	<p style="text-align: center;"><b>Makapuu hike</b></p>	N/A
9	<p style="text-align: center;"><b>Taste of Asia-Pacific</b></p> <ul style="list-style-type: none"> <li>- Fellows arranged in regional teams/cook ethnic dishes</li> <li>- Cost is limited to cost of ingredients</li> </ul>	N/A

## Departure Checklist

### Nomination/Travel:

- 1. On-line registrations completed NLT two week prior to departure.
- 2. Received e-mail verification of APCSS bio receipt.
- 3. U.S. nominees only: Flag/SES/General Officer Endorsement Letter sent.
- 4. Received Acceptance email from the Registrar.
- 5. Completed submission of travel itinerary w/cost to Registrar, Student Affairs Coordinator.
- 6. Received Invitational Travel Order or DD 1610 authorizing travel w/fund-cite.
- 7. Fellow has passport (preferably A2).
- 8. Fellow has identified plans to bring family during last two weeks of the course. Passport requirements have been initiated. Coordination has been affected for Fellows with children attending school in the third country who plan to visit during the course.
- 9. Fellow has required Thailand Transit Visa for any stops in Thailand over 12 hours. Not required if they will stay in airport. Departure from airport property to a hotel will require use of a visa.
- 10. Fellow has been briefed and has plane tickets for departure.
- 11. Fellow clearly understands baggage allowances per APCSS Invitational Travel Order.
- 12. Fellows have phone numbers of APCSS Admissions personnel for emergencies.

### Medical:

- 1. Determination has been made that Fellow is in generally good health based on data contained in invitation message.
- 2. If Fellows have pre-existing medical conditions (diabetes, gout, high blood pressure), sufficient medication is on hand for the duration of the course.