

Asia-Pacific Center for Security Studies



Student Handbook

March 2011

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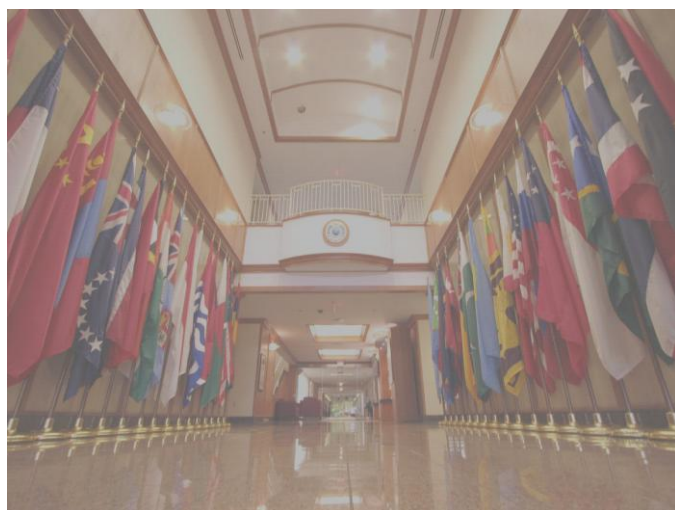
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Disclaimer: The information contained in this handbook is as up-to-date as possible. However, since requirements and procedures may change over time, students must check with their Security Cooperation Officer (SCO) or contact the Registrar directly regarding any questions or clarification. Further, students should regularly check the APCSS website for updated information.

Chapter 1- The History of APCSS

On September 30, 1994, President Clinton signed H.R. 4650, which included \$3 million for the start-up of the Asia-Pacific Center for Security Studies, patterned after the European Center for Security Studies (the Marshall Center). The Center officially opened on September 4, 1995, with a ribbon-cutting ceremony attended by the Honorable William J. Perry, then-Secretary of Defense and General John M. Shalikashvili, then Chairman of the U.S. Joint Chiefs of Staff. Also, ninety attendees from thirty-three countries participated, including several ministers of defense and key international representatives.

The Asia-Pacific Center for Security Studies (APCSS) is a Department of Defense academic institute that addresses regional and global security issues using a multilateral



and multi-dimensional approach to defining and addressing regional security issues and concerns.

Established in Honolulu on Sept. 4, 1995, the most beneficial result is building relationships of trust and confidence among future leaders and decision-makers within the region. The Center was created to build on the strong bilateral relationships between the U.S. Pacific Command and the armed forces of the nations in the Asia-Pacific region, by focusing on the

broader multilateral approach to addressing regional security issues and concerns.

The Official Seal of the Asian Pacific Center for Security Studies

The Lamp of Knowledge represents the academic focus of the center and signifies the desire to foster understanding, cooperation and the study of regional security issues. The laurel branches form a Wreath of Peace that emphasizes the Center's non-war fighting approach to addressing regional security issues. The visible portion of the world globe depicts the U.S. Pacific Command's area of responsibility. The continuous ribbon symbolizes the strong interrelationship among the six geographic regions of the Asia-Pacific theater. (The Seal was created by Dr. Jimmie R. Lackey, who was then an Army colonel, and the Center's first executive director.)



Chapter 2- APCSS Mission

APCSS educates, connects, and empowers security practitioners to advance Asia-Pacific security. The APCSS is a Department of Defense academic institute that addresses regional and global security issues using a multilateral and multi-dimensional approach to defining and addressing regional security issues and concerns. The most beneficial result is building relationships of trust and confidence among future leaders and decision-makers within the region.

The center has a strong focus on executive education via both resident and regional events. These academic events include resident courses and outreach events including mini-courses, conferences and research. They are intertwined to produce a dynamic, integrated program of study, conferences and research to support the center's mission.

The Asia- Pacific Center for Security Studies Vision

A unique Asia-Pacific Center setting the standard for international executive education and leader/organizational development to enhance multi-national security cooperation and capacity-building

The underlying premises for all activities conducted on APCSS:

1. **NON-ATTRIBUTION:** nothing spoken or written will be attributed without the express consent of the individual.
2. **TRANSPARENCY:** No classified material is used at the center which permits a free dialogue on all security issues.
3. **MUTUAL RESPECT:** ALL NATIONS are treated with the same degree of respect, regardless of the size of the population, territory or gross domestic product (GDP)

Chapter 3- Admission Team

1. Welcome from the Chief of Admissions

Welcome to the APCSS. Our mission is to provide outstanding administrative and logistical support while you are a Fellow in our courses. We also sponsor an event every weekend while you are here. This allows you to see our beautiful island and make life-long friendships with the other fellows in your class. In addition, once you graduate, we will continue to keep in contact with you through our outstanding Alumni Program. Please let me know immediately of any issue or concern you have while you are here. We will do our best to assist you at all times.



Tom Patykula

Chief of Admissions

2. Admission Team: The 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
Mr. Tom Patykula	(808) 779-3226 (mobile)
Patykulat@apcss.org	
Chief, Registrar Branch	(808) 971-4059
Major Michael Craighead, USMC	(808) 778-5563 (mobile)
Craigheadm@apcss.org	
Student Affairs Coordinator	(808) 971-8913
Ms. Debb Dowell	(808) 564-5017 (fax)
dowelld@apcss.org	
Chief, Alumni Division	(808) 971-8981
Mr. John Gasner	(808) 373-6331 (mobile)
GasnerJ@apcss.org	

Chapter 4- Preparing for your trip to the U. S.

a. Essential training requirements

Before you can start training in the U.S., you must be qualified to enter the training courses for which your country has requested programming. In some cases you will be required to provide a history of your training and what you have done in the past. In addition, the course(s) you will be attending are taught only in English. Since your professors will not speak your language, and there will be Americans and other international students in your class, you will need to speak and understand English very well before you take this training. To determine if you can meet this requirement you will be given an English Comprehension Level (ECL) test, and in some cases an Oral Proficiency Interview (OPI), before you depart for the U.S. These tests measure how well you speak English. Once it is determined you meet all the requirements to enter training, you will be provided complete class dates and training locations for your training in the U.S. If you are curious about what it will be like at APCSS, you may contact this office for additional information. We will provide whatever brochures and information you may need.

b. Pre-departure planning

You must obtain several documents before you are allowed to come to the U.S. for training. These documents include:

1. Passport with visa
2. Invitational Travel Order (ITO) which will be provided by the U.S. Embassy, and
3. Airline ticket.

*** Departure tax**

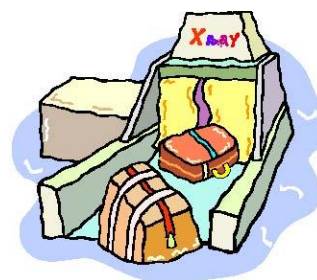
Be sure to check that the airport departure tax is included in the price of your airline ticket. If not, you will have to pay the tax at the airport prior to leaving.

*** Arrival at airport**

Be sure to be at the airport no later than two hours before your flight is scheduled to depart.

*** Baggage inspection**

Be prepared to have your carry-on bag inspected before leaving. Items such as firearms, knives, and narcotics are prohibited and cannot be taken aboard any aircraft. In addition, you may not bring fruits or meats into the U.S. However, canned foods are usually acceptable. Since the amount of baggage is limited, you would be wise not to bring inexpensive things that can be purchased in the U.S.



If you are required to take prescribed medicine, we recommend that you obtain a current certificate from a doctor identifying the medicine you are taking.

While you are traveling, any one of the flight attendants will be happy to answer any questions you may have regarding your flight or any documents you may need to complete before landing at either a stopover en route or in Hawaii.

c. Arriving in the U.S. (Port of Entry)

Upon arrival, you will be greeted by US Customs, if you have **any item valued at** ten thousand dollars or more, you will be expected to fill out a U.S. customs declaration showing expensive items such as gold, cameras, liquor, etc, prior to arriving at the first Port of Entry in the U.S. Please note that all your luggage will be inspected upon arrival at the first Port of Entry in the U.S. Some luggage locks may be cut if US Customs needed to inspect the contents of your luggage.



d. Airport arrival

Honolulu, International Airport (HNL) is one of the world's largest, busiest and most beautiful airports. Owned and operated by the State of Hawaii Department of Transportation, it covers 4,520 acres of fast and submerged land, and is larger than the major resort destination of Waikiki, which is located 10 miles to the south. Honolulu International Airport plays host to more than 20 million visitors each year. The airport is served by 27 international and domestic carriers, three interisland airlines, and four commuter airlines.



All passengers arrive on the second level of the Overseas and Interisland Terminals and the ground level of the Commuter Terminal. Signs will direct you to Baggage Claim. All international passengers must process through U.S. Customs. An APCSS staff member from Admissions 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 assist the passenger with any questions, conduct a in processing debrief and provide transportation to their lodging.

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 7). If you are unable to contact anyone, take a taxi to 444 Nahua Street, Honolulu, Hi. 96815 (Wakiki). Please see the 444 Nahu Security and/or APCSS Facility Manager on site for access to condo facilities. **KEEP YOUR TAXI RECIEPT** for pay purposes.



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

e. APCSS In-processing

In-processing begins between 0700-0800 on the first day of the class. All Fellows who live in the contract condominium will meet in the lobby at 0615-0630 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 (approximately \$20.00 US dollars). Morning in-processing will conclude with pay-related issues, APCSS building access cards, Alumni forms, and library tour.



*** APCSS 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.

f. Accommodations Fellows funded by the APCSS reside in contracted condominium suites located close to the Center. APCSS provides daily transportation to and 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 barbecue 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.

* Note: **Self funded (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 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 \$145.00 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 14 days prior to course start date. This allows our local contractor to release unused condos for local rentals.

g. 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 (Passport, Invitational Travel Orders, Acceptance Letter, etc.).



* **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.

h. 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 Hawaii, APCSS assumes no responsibility to support the family member. Family members will not be allowed to shop at the Military Exchange or Commissary. **Any Fellow who brings their spouse and/or children must understand that it is totally at their own expense.** This expense

includes airfare and possible extra room charge. No transportation is provided for families by APCSS.

Family members are authorized to visit during the last two weeks of the course. Be advised, scheduled training report and start dates will not be changed to accommodate your travel with dependents. Medical expenses will normally be the responsibility of the student. Unless you have obtained medical insurance, cost for **medical care is very expensive**. All visiting spouses should bring a picture ID card (visa/passport) to be able to gain access to military exchanges with their spouse. In all cases, your family members will NOT be identified in your ITO (which means that they are not officially authorized to accompany you) and they decide to visit you, they will travel on a Regular Passport and will have to contact your responsible agency in your country and begin processing for a tourist visa.

Chapter 5- Travel/Pay

a. International Travel Order (ITO): During your pre-departure briefing, you will get your Invitational Travel Order (ITO), issued by your Training Manager. Please check the following:

1. Check your military rank and U.S. equivalent, correct spelling of your name, and make sure your service number is correct.
2. Carry a copy of the ITO with you at all times on your person.
3. Place one copy of the ITO and any amendments in each piece of your luggage when you begin your travel.. Keep the remainder of your ITO's in your possession, that is, briefcase.
4. Recommend that you attach a copy of the ITO to your passport for showing to Immigration/Customs Officer upon arrival at the Port of Entry to identify purpose of travel. You should carry a copy of the ITO with you at all times on your person, i.e. folded up in your wallet/purse. In addition, you should place one copy of the ITO and any amendments in each piece of your luggage. Remaining copies should be kept in your possessions, i.e. briefcase, etc.

The ITO is used for identification, participation in training/course, itinerary, special conditions, baggage limitations and funding. You must retain sufficient copies of the ITO because it is the controlling document for your training and administration. You will be authorized only the training and privileges as stated in the ITO or any official amendments. The training that has been scheduled is in the best interest of your Government.

b. Money/Travel Pay: You must have in your possession upon entry in the United States sufficient funds to cover expenses related to your trip. Most training installations as well as surrounding cities have banking facilities available. Try to avoid carrying large amounts of cash. Credit cards and/or traveler's checks are recommended. Establishing a checking account upon arriving at your training location, will expedite your money transactions.



Fellows funded by APCSS will be reimbursed for lodging and travel expenses incurred during their travel to APCSS. 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 to the Student Affairs Coordinator within the first week of class regardless of cost.***

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.***

During your travel to, and return from, the U.S., keep a detailed record of your travel, showing hour, date, and place of departure, method of travel, and hour, date, and place of arrival at the next point until your arrival at the school. You must have this information in order to ensure you are properly paid if the U.S. is paying you travel allowances. Upon being paid, you will be given a copy of the pay voucher. Save this and all other vouchers for your personal records.

c. Per Diem: All APCSS funded Fellows are entitled to a daily meals and incidentals rate (currently \$45.00) while attending the course. All funded fellows will be given an advance on the first day of class.

d. 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.***

e. Inbound/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 changing the dates.

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.

No travel changes are authorized by Fellows traveling on APCSS Invitational Travel Orders once at the course. Any request for changes must be routed through the U.S. Embassy in the Fellows home country. Again, changes must be justified with official business reasons.

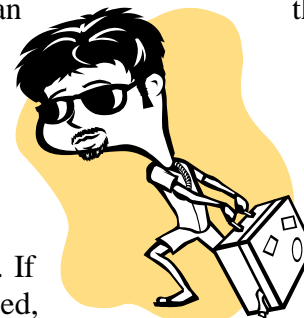
Any Fellow who makes any personal changes not coordinated with us and their U. S. Embassy Country representative is liable for all costs incurred and any issues that may develop as a result of the change.

Any additional leave or travel after the course must be approved and coordinated with the Fellow's U.S. Embassy prior to departing for the course.

*** No business class will be authorized.** If the Fellows wants to reserve business class seats they must pay the difference between that and the economy seats that we will fund.

f. 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.**



All airlines have a limit to the number of bags you can travel with. If the number of bags you take to the airport exceeds the amount authorized, you are subject to paying “excess” baggage allowances. Some airlines limit their baggage by size and weight while others limit their baggage by the number of pieces

Baggage Identification: You are advised to pack each of your bags and mark each item of baggage with your initial training organization address. Also, one copy of your ITO should be placed in each piece of your baggage. These actions will help in the identification of your bags should they be misplaced en route. While you are traveling to the U.S., you should not put all copies of your ITOs in your baggage. After you put one copy in each piece of baggage, you should hand carry all other copies

Carry on Baggage: You should carry with you a small bag that you can carry onto the plane. In this bag you should carry your important papers (passport/visa, ITO, medical certificates, etc.), a change of clothes, any medication you may need, etc. It may be cooler at the transit location, so you should try to carry a jacket.

Chapter 6- Uniform and Dress Policy

a. Military Uniforms/Business suits: 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).

b. 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.



c. 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 it is recommended that Fellows bring a **light jacket for classrooms/evenings**.

d. National Dress: All Fellows may be requested to wear ethnic clothing to at least one event while attending the ASC course.



Chapter 7- Course Policy and Administrative Information

a. 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 as soon as possible. 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.

* Fellows should not schedule any personal activities and visits at anytime while the course is in session or during any of the team building activities. All events on the agenda are part of the APCSS course experience. All nominees selected to attend APCSS are expected to arrive prior to the course start date and remain throughout the course to completion and graduation.

b. Timeliness - It is very important to be on time for class whether it is at the start of the day or after breaks or lunch. If you do show up late, do not make an excuse or interrupt the instruction, just walk in and sit down. Do not make a habit of showing up late.

Some instructors may lock the door at the scheduled start time. If you are locked out of class, do not knock on the door; wait until the next break. You will not get credit for attending that instruction. Repeatedly showing up late for class will have a negative impact and may be grounds for dismissal from APCSS.

c. Breaks - Instructors will usually call a break every hour or so. They look for a logical point in the instruction to break rather than the clock. Students are expected to be in their seats in the classroom when the instructor is teaching. If you must leave the classroom for an emergency situation, just get up and go. Do not disrupt the class or ask permission.



* Breaks are an opportunity to socialize with your classmates and get to know each other. You can discuss the class or outside activities. It is an excellent opportunity to exchange ideas and ask questions.

Students who break into small groups and speak a language other than English are sending a message to other students that they do not want to talk to them. Speaking English during your course and breaks will help you improve your language skills and get to know your classmates.

d. Questions - Questions are a great way to clarify instruction. Instructors/classmates appreciate most questions because they benefit the entire class/seminar. If you have a question during class/seminar, raise your hand and wait for the instructor to recognize you. It is not necessary to stand or introduce yourself when asking a question.

e. Leave and Holidays: Fellows are NOT permitted leave while assigned to the course. 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.**

f. Mail Services: Each Fellow is assigned a mail/distribution box located in the Fellows' break room at APCSS. 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 11-1)
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, located 300 meters directly in front of APCSS. **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.**

g. 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.

1. The Admissions office has one fax machine for Fellows use. All faxes must be logged into our logbook. Admissions personnel will send all faxes for you. Please do not use the machine without assistance from Admissions personnel.

2. All Fellows will be issued a APCSS 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.

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

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

h. Public Transportation: O'ahu public transportation is via the city bus known as "The Bus." For \$2.50 one can travel to nearly any destination on the Island. One transfer ticket is authorized per trip. For \$60 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.



i. Automobiles/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 (APCSS contracted 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.

j. 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).

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

l. 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.

Chapter 8- Professional and Student Conduct

a. Introduction: The Student Organization Code of Conduct is the Center's policy regarding discipline of student while attending courses at APCSS. The primary purpose of the Organization Code is to provide a quality educational environment for students and notify student of the Center's expectations regarding behavior. The Code should be read broadly and is not designed to define misconduct in exhaustive terms.

b. General information for students: All students are expected to conduct themselves in a professional manner at all times and to maintain high ethical standards. You will be required to conduct yourself in a manner that will bring credit to yourself and your country. Please pay particular attention to limitation in regards to off-limit establishments, travel distance limitations, military courtesy, financial responsibility and military bearing. While Training in the United States it is important to observe the courtesy and traditions of the United States. You will meet many Americans who are instructors and classmates. How you interact with them reflects directly on their opinions of the professionalism of your country. For some of the Americans and other students you meet, you will be the only representative they will encounter from your country. It is important for you to make a good impression. How you wear your uniform and respond to military courtesies is a large part of that impression.

- Wear appropriate attire. Clothing should not be distracting to others in the classroom.

Workplace attire is appropriate for prospectus and defense presentations

- Address faculty, bus drivers and your peers in a respectful tone
- Course reading and assignments are the minimum work required. Students should expect

to do additional work (e.g., learn software programs, outside reading, additional research) in order to master the work.

- Show up for class on time.

c. Rank - When professors or instructors are on the platform they are in charge of the class, regardless of the rank of the students being taught. While Americans respect officers who are senior in rank, students are equal in the classroom. This can create some challenges because international students often are senior in rank to their U.S. classmates. Officers may be tasked to lead squads that include Senior Officers. Rank cannot interfere with the exercise or training mission. The classroom affords no privilege to rank. Everyone must participate in class to be considered for a diploma.

d. 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

students and staff relationship, and interferes with the learning here at our organization. It violates your right to a 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
- Such conduct interferes with an individual's performance or creates an intimidating, hostile or offensive environment.

***** Sexual harassment will result in immediate expulsion from the course.**

e. Off-Duty Employment: Both your Government and the U.S. Government prohibit you from accepting any off-duty job while you are in the U.S. You may not accept employment of any kind. The purpose of this training is for you to learn in order to benefit your country. U.S. law also prohibits dependents (spouse, children) from accepting employment while their sponsor is in the U.S. for training.-

f. 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.



g. Disciplinary rules for international students: As a reminder the following is a quick list of disciplinary rules for international students:

1. While in the U.S., you must observe and obey all U.S. military regulations and conduct yourself in a manner, which will bring credit to yourself and your country.
2. The Director of APCSS strictly enforces regulations governing attendance at training. tardiness, absence from class. Your training may be canceled and you may be sent home if you commit these or other acts.
3. Standards which apply to other training students apply to you. Regulations pertaining to duty hours, off-limits, travel limitations, military courtesy, financial responsibility, and military bearing must be obeyed.
4. Although you are not strictly subject to U.S. military law, you do remain under the criminal and civil jurisdiction of U.S. Federal and State laws.

Chapter 9- Medical and Dental Support

a. 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. Therefore is highly recommended that the Fellows purchase travelers medical insurance for the entire family.**



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

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

Chapter 10- Privileges and shopping facilities

a. Identification Cards: You will be afforded the same privileges as your U.S. counterparts. Upon arrival, an identification card (ID) will be issued to you and it will remain valid during the entire training period. This ID card will identify you when entering U.S. facilities listed below. You are authorized use of all Base Exchange (BX) and commissary facilities, and **NOT** authorized all other on-base or onpost facilities that are available to U.S. personnel. Please remember that Base Exchange, tax-free privileges are for your personal benefit and you may not re-sell items purchased in the BX to unauthorized persons, especially in the case of alcohol. You will be required to return your ID card upon completion of training. It cannot be used after you complete your training.

b. 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.

c. Pearl Harbor Naval Station Commissary: The Pearl Harbor Navy Commissary is available to international Fellows only (**fellows' spouses and/or family are not allowed to enter commissary**) 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.

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

e. 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.

Chapter 11- Graduation/Departure

a. 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.

b. Course Materials Shipment: Personal items and course material must be shipped at Fellows' expense.

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

d. Condominium 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.

e. 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.

Chapter 12- Alumni Program

APCSS has an established Alumni Division 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 Division maintains a database of all graduates, publishes a class listing, monthly newsletter, and distributes a semi-annual Currents magazine. The Alumni Division also manages a virtual network as APCSS Link. This system provides exclusive access to APCSS alumni to connect with other alumni from APCSS. The Alumni Division also coordinates alumni visits with the APCSS Director and faculty, as they travel throughout the Asia-Pacific region. Alumni questions should be directed to the Alumni Division (number also listed at the beginning of this handbook).

Chief, Alumni Division: Mr. John Gasner
808-971-8981

Section generic e-mail: alumnidivision@apcss.org

Chapter 13- Social Customs and Major Cultural Elements

a. General Information: During your stay in the United States, you should try to learn as much as possible about the customs and culture of your classmates and the American people to make your stay more enjoyable. People in the United States can learn much about the world from you. They may ask questions, which will seem peculiar to you. At first you may have difficulty understanding each other.

If you make friends with the American people, you will really enter into the U.S. way of life. Only then can you return home with a realistic picture of the United States. People who visit the United States from other countries often have definite ideas about what Americans are like. Almost any sentence that begins with “All Americans are...” is certain to be wrong. The things that you see in movies or on television or that you read about in books are usually only true of some Americans. The United States is a great mixture of many different kinds of people. Some Americans are very informal and friendly; some are quite formal and slow to make friends.

b. Freedom - The cornerstone of American Culture. The Constitution of the United States of America ensures that the people retain certain rights and freedoms. It limits the influence the Government has on the personal lives of the citizens. Americans who respect the rights of other citizens are free to work, play, worship, travel, and live as they please.

Americans are characterized by their spirit of independence and their freedom of action. They are interested in learning about other people, and they are happy to help strangers if they can. Most Americans will do their best to make you feel at home in the United States.

c. Family - American families are small by comparison to many of the world's cultures. The average American family has 2 or fewer children. Most American children live in two parent households. 60% of American mothers have jobs outside home.

Parents of adult children generally live independently, maintaining their own homes though it is common for the Elderly citizens to live with their adult children late in life.



d. Religion - The majority of American citizens are Christian. The Constitution of the United States ensures a separation of Church and State. There is no religious requirement to be a citizen of the United States. All of the World's religions are openly and freely practiced here. Sunday is not included in the workweek and one religious holiday is recognized: Christmas (December 25th). Christmas is the only religious holiday celebrated nationally. It is a celebration of the birth of Christ. It is a one-day holiday for Federal and State Government employees. Most businesses are closed.



Thanksgiving (the 4th Thursday in November) is a generic religious holiday. Many churches have services, but it is not an officially recognized holiday by any religion. It is a time for all American's to give thanks for the blessings they have. In the U.S., people of different religions

associate freely. Americans are interested in learning about the religions of other people. They often invite their friends to attend their church so there will be a better understanding.

e. Greetings - People coming to work or to meeting each other in a routine setting will usually use a verbal greeting and response. Additionally, in small or rural communities, strangers simply passing on the sidewalk may exchange simple greetings. This is less common in larger cities but still may occur. Verbal greetings vary depending on where you are in the U.S. and the familiarity of the people exchanging the greeting.

f. Simple verbal greetings. These greetings can be repeated as a response.
 "Good Morning/Afternoon/Evening" - varies with the time of day. (Often shortened to "Morning/Afternoon/Evening" informally)
 "Hello" - Very common telephone greeting also used face to face.
 "Hi" - a shortened form of Hello
 "How are you doing?" A common response might be "Good, and you?" (Returning the question)
 "What's up?" - A way of asking how busy you are. Responses vary from "Nothing much" to "Working hard" followed by "What's up with you" or "How you doing?"



g. Physical Greetings: A wave of the hand or nod of the head may be used to acknowledge a friend in situations where a verbal greeting is not appropriate.

A handshake is a common greeting used by adults of either sex, however, it is generally used upon first meeting someone or greeting someone you have not seen for an extended period of time. Americans generally do not exchange handshakes daily.



A hug or kiss on the cheek are common greetings among family members or very close friends of opposite sexes especially if they have not seen each other for an extended period of time.

h. Social Situations: You may be invited by your classmate/instructor or someone you meet to their home. Arriving on time makes a good impression. Gifts are usually not expected, but always appreciated. A small memento from your country is an excellent gift.

Flowers or chocolate are also popular gifts. Wine is a nice gift if you are sure the individuals drink alcohol. If you are unsure, avoid taking alcoholic beverages as a gift. Your host



should tell you if food is involved. Let them know if you have any restrictions to your diet. You will not be expected to eat anything you do not want. Your host may serve you or allow you to serve yourself. If you serve yourself, don't take more than you can eat. It is better to get a second serving than leave a large portion on your plate. Many Americans will offer a second serving (called "seconds") only one time. They will not usually force a second serving once it is declined. It is O.K. to



ask for a second serving, many Americans who cook think of this as a compliment.

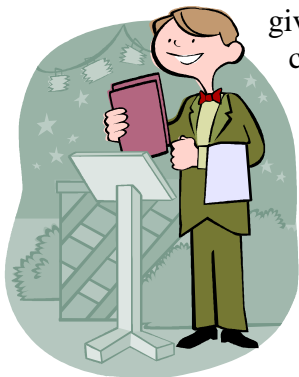
Americans are indirect about when to end an evening. They may make a comment about how late it is getting or how early they might have to get up tomorrow. This is a sign that it is time to leave. Most Americans take pride in their property and expect others to show respect for each other's property. In the United States, it is considered to be very important to maintain clean and orderly living quarters whether they are furnished, rented, or owned. Respect for other people is based on voluntary acceptance of duties and responsibilities. This includes doing one's share of keeping places clean and taking one's turn in a line at a cafeteria or at a ticket office.

Manners which are acceptable in the United States are usually simple, practical ways of doing things with a sincere regard for rules and customs determined by common sense. Americans may start to "kid" or tease or joke with each other on very short acquaintance. To be teased is a sign of being well liked, and to accept teasing with good humor helps one to get along with strangers.

As you become accustomed to the way of life in the United States, Americans hope to become more familiar with your customs. The U.S. has much to gain from your traditions and culture, and it is up to you to help them learn.



i. Eating in Restaurants: At restaurants, there is usually a headwaiter or waitress (or "hostess") to take you to your table. If this is not the case, however, you may select your own table and sit down to wait for someone to come to take your order. Once seated, you will be given a menu which lists the food you can buy. After you have made your choice of foods, the waiter or waitress will take your order.



On a menu, you may find such words as: A la carte-Each item of food has a price. You must ask for each food you wish. Table d'hote or Place Lunch, Special of the Day, Businessman's Lunch, Chef's Special – any of these refer to a complete meal for a certain price. The cost of your meal will be determined by the entrée of the main course (usually meat or fish). Often you may choose from a list of vegetables or salads.

Full Course Lunch or Dinner - this is a meal that has several courses or parts. You may choose from several foods, but your main course (usually a meat dish) will determine the cost of your meal. The first course is usually fruit or vegetable juices or soup. Next, the main course, vegetables, salad and bread are served. Dessert is the last course. You may choose coffee, tea, milk or a "soft drink" (soda) to drink with your meal. The drink may be included in the price or may be separate.

Because you have received table service, you will be expected to leave a gratuity or "tip" at your place for the waiter or waitress when you leave your table. Most of the times, the tip will not be included on your bill or "check". The custom is to leave about 15 percent of the total price for the tip. You should check your bill to be sure it is correct before you pay the waiter or cashier.



j. Hawaiian (50th State) culture: 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." Hawaii is a tropical paradise which has more than its share of pristine beaches, stunning sunsets, towering waterfalls and reefs teeming with colorful fish. Anyone who has been here knows Hawaii is different, unique, special and unforgettable. What sets these islands apart from the rest of the world? It's the native culture, the Hawaiian culture. It's a culture that is filled with fascinating customs, music, legends, traditions and values.



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.

k. The flower lei: Today, probably the most enjoyable and unforgettable Hawaiian custom is the flower lei. Custom dictates that a lei should be offered graciously with a kiss and removed only in private. It's considered rude to remove a lei once it's accepted in view of anyone, but especially in view of the person(s) who gave it to you. Lei designs are limited only to the imagination and range from the simple common one-strand orchid or tuberose presented as a special treat to those who arrive by plane or ship to the more elaborate or rare depending on how important the occasion may be.



l. The language: Then there's the Hawaiian Language comprised of only five vowels and eight consonants, Hawaiian has the shortest alphabet in the world. Tricky for most to master, the language is comprised of soft sounds with words having many and often hidden meanings. One of the most notable is the word aloha. It's probably the most widely known of all Hawaiian words, and it is one of the most important.

Aloha not only means hello, goodbye and love, it also means sympathy, kindness, compassion, affection and fondness. This word is more than a greeting or expression of love – it is the basis of what Hawaiians consider to be one of the culture's core values.

Hawaiian cultural values also include terms like “akahai”, which defines a person’s demeanor as modest, gentle and unpretentious. Also important is “lokahi”, meaning harmony and peace, “oluolu” meaning agreeable and pleasant and “ahonui”, which means patient and enduring.

m. The hula: Another Hawaiian icon is the hula. It's an image of swaying hips, graceful hands and colorful costumes. The hula has evolved over the years from an activity exclusively for men and for religious purposes to today's contemporary dances, where both the men and women dance for fun, expression and enjoyment. Hula today has two major forms, the ancient, or hula



kahiko and the modern, or hula auana. Hula kahiko is accompanied in the Hawaiian language along with drums and other percussion implements. Hula kahiko is performed for storytelling or for religious and ceremonial purposes. Dancers are adorned with bark cloth, coconut fibers and native grasses, plants and ferns. Hula auana is colorful, fun, upbeat and musical. Auana dances are accompanied by song in either English or Hawaiian, as well as ukuleles and piano guitars. The dancers’ dresses are colorful and are decorated with flower prints.

Chapter 14- APCSS COURE DESCRIPTIONS

a. Transnational Security Cooperation (Senior Executive Course):

The one-week SEC is an intensive program for current leaders and comprises military officers at the two/three-star level and civilian equivalents from the Asia-Pacific Region. The curriculum emphasizes the impact of change in the region, and the evolving military roles and capabilities. Through a challenging program of guest speakers, interactive workshops and seminar games scenarios, senior fellows share perspectives and develop cooperative approaches to security issues of common concern.

TSC prerequisites: 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); 20-25 nations/organizations 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, and 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.

b. Advanced Security Cooperation (Executive Course):

The Advanced Security Cooperation (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 security sector 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.

ASC prerequisites: Uniformed Majors thru Colonel (O-4 to O-6)/Senior Colonels/(some O-7s from those countries not considering O-7s as flag officers), Civilian equivalents from Government Ministries, agencies, & institutions, and law enforcement, Various regional influencers from Non-Governmental Organizations, Regional Organizations, and International organizations; 35 to 45 nations represented per course; 50-80 Fellows per course

Who would benefit by attending this course:

- Participants who would benefit attending this course include 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
- Media Representatives
- NGO Representatives
- Business Representatives

c. Comprehensive Security Responses to Terrorism (CSRT):

The four-week Comprehensive Security Responses to Terrorism Course provides key states in the Asia-Pacific region and other designated countries, the operational and strategic-level skills necessary to enhance their ability to combat terrorism and to cooperate with other regional nations. The course is designed to build relationships between and among the United States and current and future counterterrorism practitioners of participating countries, develop the trust and confidence necessary for increased information sharing, and identify ways to reduce obstacles to cooperation in the international struggle against those who use terror to promote their goals.

CSRT prerequisites: Uniformed Captain thru Colonel (O-3 to O-6)/Senior Colonels/(some O-7s from those countries not considering O-7s as flag officers), Civilian equivalents from Government Ministries, agencies, & institutions, and law enforcement who work in the Counter Terrorism field or support those who do, Various regional influencers from Non-Governmental Organizations, Regional Organizations, and International organizations; 35 to 45 nations represented per course; 50-80 Fellows per course

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.

d. Comprehensive Crisis Management (CCM) Preventing, Preparing and Responding Course:

The four-week course takes a comprehensive approach to CCM operations and activities. Accordingly, course content focuses on three broad topic areas: (1) pre-conflict/pre-complex emergency condition-setting, (2) post-conflict/post-complex emergency transitions, and (3) post-conflict/post-complex emergency reconstruction. The course also addresses basic definitions

and types of stability operations, coalition building and inter-agency coordination, interventions and occupations, post-conflict/post-complex emergency reconstruction steps, transition planning, and strategic communications, among other supporting topics. The course is designed to impart vital knowledge as well as to develop leaders' skills and frameworks in order to improve the effectiveness of CCM practitioners.

CCM prerequisites: Uniformed Majors thru Colonel (O-4 to O-6)/Senior Colonels/(some O-7s from those countries not considering O-7s as flag officers), Civilian equivalents from Government Ministries, agencies, & institutions, and law enforcement who work in the crisis management/recovery fields, various regional influencers from Non-Governmental Organizations, Regional Organizations, and International organizations; 35 to 45 nations represented per course; 50-80 Fellows per course

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 development
- Governance strengthening
- Transitions planning, coordinating and negotiating
- Forecasting or assessing CCM challenges

e. Senior Asia-Orientation Course (SEAPOC):

A three day course that 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. 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.

SEAPOC prerequisites: O7 and above and their civilian equivalents (select O-6 may be waived with approval from APCSS executive staff); 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

f. Asia – Pacific Orientation Course (APOC):

This one week 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 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. 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) Treaty Alliance Partners & Security Challenges, Day Three) Key Regional Players & Security Challenges, Day Four) Regional Issues, and Day Five) 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.

APOC prerequisites: 0-3 through 0-6 and their civilian equivalents, with selected warrant and NCOs per course; U. S. and selected 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.

DISCLAIMER

The information contained in the Student Handbook is considered to be descriptive in nature. It does not constitute an irrevocable contract between the APCSS and the fellow. In the event that there are any apparent inconsistencies, or where there may be any ambiguity, the provisions of the APCSS Policy Manuals shall be controlling over the Student Handbook or any other publication.

To review copies of the Policy Manual, please contact the Dean of Admissions and Business Operations. APCSS reserves the right to make any changes in the contents of this handbook that it deems necessary or desirable. Changes are made through established procedures and announced by DCSA, PACOM, OSD and APCSS in its publications.

It is wise to check with our Admissions department before the course to verify the date and time of the course in question. For additional information, check our website at www.apcss.org.

If you have any questions about anything in this handbook, or know of more ways that we can support your experience here, please feel free to call the Chief, Registrar at 1-808-971-4059 or email at registrarbranch@apcss.org.

With shared excitement for the year to come,

Admissions Division