

Asia-Pacific Center for Security Studies

**ANNUAL REPORT
2014**



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Asia-Pacific Center for Security Studies

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2014 Leadership Roster

Director

Lt. Gen. (Ret) Dan Leaf, USAF

Deputy Director

Brig. Gen. (Ret) Jim Hirai, USA

Foreign Policy Advisor

Amb. (Ret) Charles B. Salmon Jr.

Dean of Academics

Capt. (Ret) Carleton Cramer, USN

Dean of Business Operations

Capt. (Ret) Richard Sears, USN

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APCSS Renamed the Daniel K. Inouye Asia-Pacific Center for Security Studies

In early 2015, the Asia-Pacific Center for Security Studies was formally renamed after one of its founding fathers, the late Senator Daniel K. Inouye.

The Calendar Year 2015 APCSS Annual Report will reflect this change.

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Hawaii state senators, representing their body's International Relations Committee, visited APCSS Nov. 24 for an orientation and roundtable discussion on regional issues.



Asia-Pacific Center for Security Studies

Mission:

Building capacities and communities of interest by educating, connecting, and empowering security practitioners to advance Asia-Pacific security.

Pillars:

❖ Transparency

❖ Mutual Respect

❖ Inclusion

Vision:

Setting the standard for innovative international executive education and leader/organizational development advancing multinational security cooperation and capacity-building.

- Venue of choice for security cooperation education
- Sought-after facilitator of security assessments and approaches
- Catalyst for leader and organizational capacity-building
- Key node for security information analysis and strategic understanding of complex challenges
- Connector of communities of interest, expertise, and influence related to security issues in the Asia-Pacific region

Goals:

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

The Year in Review

The Asia-Pacific Center for Security Studies (APCSS) annual report provides an overview of programs and activities that support Office of Secretary of Defense for Policy (OSD-P) priorities and documents our compliance with applicable requirements.

APCSS successfully addressed all seven OSD-P Regional Center enterprise objectives and 17 Assistant Secretary of Defense for Asian and Pacific Security Affairs (APSA) regional objectives.

Throughput

Calendar Year 2014 was marked by the highest throughput in APCSS' nineteen-year history. Center staff and faculty conducted thirteen resident courses (1,113 Fellows) and seven workshops (434 participants), resulting in a total throughput of 1,547 for the year.

This represents a 30 percent increase in course attendance from the previous year and a 20 percent increase overall when including workshop participants. The Center achieved this despite adjustments required by the government shutdown and a mid-year \$3 million decruitment action by the US Congress. Additional funding from US Pacific Command and the Center's innovative restructuring minimized these changes impacts.

We achieved expanded throughput while maintaining consistently high standards and continuing groundbreaking work.

Post-Course Achievements

Providing meaningful metrics for regional center activities is a challenge, but there is sufficient evidence demonstrating that APCSS makes a significant contribution to US and partner capacity.



In August 2014, APCSS conducted its first workshop in Burma in partnership with the Myanmar National Defense College.

APCSS alumni associations contribute to conflict avoidance and resolution, improve governance, and enhance cooperative disaster responses.

Specifically, CY14 efforts allowed careful and substantial engagement with Burma in the democratization process; provided unprecedented access to Communist Party of Vietnam (CPV) leaders and educational programs; and initiated unprecedented collaboration with the Laotian government to help it prepare to assume the ASEAN chairmanship.

In January 2014, the Philippine government signed a historic peace agreement with the Moro Islamic Liberation Front (MILF) after 40 years of conflict, the direct result of a government peace plan that flowed from an APCSS security sector development workshop.

Individually, alumni leverage their relationships with other Fellows to solve regional problems on a regular basis.

Workshop Program

APCSS programs enhanced knowledge, skills, and values relevant to regional security cooperation consistent with OSD-P guidance and priorities.

Course and workshop content contributed to enhanced security in the region by fostering defense support to civil authorities; socializing norms of cooperation and collaboration in addressing shared challenges; and promoting critical thinking.

APCSS conducted seven regional workshops directly linked to guidance on transnational crime and terrorism in ASEAN, Pacific Island Regional Security, Gulf of Thailand maritime resource security, and security sector development in Burma.

These workshops strengthened counterterrorism cooperation, reinforced regional security architectures, increased maritime domain awareness and collaboration, and promoted defense sector development.

Through authority of APCSS to enroll and fund members of international and non-governmental orga-

nizations in courses and workshops, ASEAN secretariat members regularly participate in APCSS programs, thereby increasing ASEAN capacity, and enhancing its cooperation with government counterparts.

During this calendar year, the Center responded to several emerging OSD priorities.

As one of the few organizations authorized limited engagement with the Burmese security sector, APCSS is a key tool for promoting humanitarian assistance and disaster relief, civilian control of the military, rule of law, civil-military relations, and understanding of international norms and processes in security cooperation. APCSS courses and workshops now routinely include Burmese military and civilian government officials.

APCSS conducted its first workshop in Burma in partnership with the Myanmar National Defense College (*see story on page 15*). This workshop focused on security sector development and civil-military relations in the context of the country's democratic transition.

The US Embassy in Vientiane asked APCSS to assist the government of Laos' Ministry of Defense and Foreign Affairs to prepare for assumption

of the ASEAN chairmanship in 2016.

At the request of OSD-P, APCSS also organized and executed on short notice a trilateral workshop on humanitarian assistance and disaster response for six US, Indian and Japanese officials, with a final "go" decision coming just six days prior to the start of the event

Fellows Projects

APCSS works hard to create outcomes that last well beyond the duration of a course or workshop.

APCSS Fellow Projects are a key mechanism for building long-term partner capacity.

An individual Fellow shapes a project to substantively address a challenge or opportunity in his or her nation or organization.

One example of a Fellow's Project bearing fruit in Fiscal Year 2014 was a Nepal Fellow's earthquake preparedness and recovery awareness initiative. Shortly after completing the project, she received funding from the United Nations Development Programme to renovate and retrofit 142 school buildings for earthquake resilient. Those retrofitted buildings all withstood the April 2015 earthquake in Nepal.

When appropriate, projects involve multiple Fellows from the same country working together to solve a problem

in the country's region. Bangladesh, Vietnam, the Philippines, and Mongolia benefitted from such cohort group endeavors.

Alumni Highlights

The Center's relationships with alumni are essential to creating lasting substantive outcomes.

During off-site workshops, faculty and staff traveled to host nations and, while there, conducted outreaches with attending APCSS alumni and alumni associations.

This year, APCSS implemented a program of alumni recognition to enhance linkage with past participants and inspire achievement among individual alumni and the 57 chartered alumni associations.

Lt. Gen. Dalbir Singh was among distinguished alumni honored this year for his appointment as India's chief of Army staff.

The 2014 APCSS Alumni of the Year award went to US Air Force Maj. Liza Theriault and Capt. Domingos Oki, Timor-Leste Defence Force. Both are graduates of the Advanced Security Cooperation course (14-2).

Major Theriault was recognized for her work advocating for the Women, Peace and Security Program within

Continued on next page...



(Left) Chandra Hada, an Advanced Security Cooperation course (ASC 14-2) Fellow from Nepal, saw her Fellows Project focused on earthquake damage prevention adopted by the UN Development Programme. (Right) Members of the Philippine Alumni Association and the APCSS Biosecurity workshop team had get-together in Manila in November.



The Year in Review

(continued)

Pacific Air Forces. Captain Oki is recognized for establishing mechanisms for multilateral engagements for the Timor-Leste Defence Force.

The Philippines Alumni Association is the APCSS Alumni Association of the Year for 2014. The group's achievements included supporting the February 2014 "Exploiting the Crime-Terror Nexus" workshop in Manila. The association provided two full-time logistics support people, guest speakers, the keynote speaker and hosted cultural events.

The association also provided similar support for the November "Biosecurity in Southeast Asia" workshop in Manila and sent key participants and a speaker to the October "Maritime Security Challenges 2014 Seapower Conference" in Canada.

The Philippines association is led by its president, Joe Tale, and vice president, Ernesto Carolina.

Outreach

APCSS uses its guiding principles of transparency, mutual respect, and inclusion to generate palpable admiration of US methods in stark contrast to widely-held views of other regional actors.

Consistent use of these principles helped build the kind of trust that led the Communist Party of Vietnam (CPV) to request APCSS participation in CPV leader development education.

Access to CPV is unique to APCSS, and only possible because of the respect for APCSS methods and integrity.

Fellowship Programs

During 2014, APCSS witnessed a dramatic expansion of the Regional Security Studies Fellowship Program. The program's primary purpose is to



New professor Dr. Christopher Harmon listens to a seminar discussion during the Comprehensive Security Responses to Terrorism course. Dr. Christopher Snedden (*not pictured*) also joined the faculty in 2014.

build future military and civilian leaders.

APCSS received its first Army Special Operations Forces Fellow. The Center also doubled the number of Army War College participants. During 2015, APCSS received its first US Air Force War College Fellow.

This effort develops officers by providing them with regional experiences and perspectives that can be employed in the operational force.

This year, APCSS attracted a record number of highly-qualified graduate and undergraduate civilian interns.

Interns gain valuable experience in dealing with Asia-Pacific security issues and are exposed to the potential of civil service.

The intern program has a bright future; the Inouye Legacy Fund has promised a \$100,000 grant in 2015, which may be matched by the non-profit APCSS Foundation. (All gifts are subject to full legal review by DoD General Council and USPACOM's Staff Judge Advocate.)

HQ Support

APCSS hosted several activities in support of OSD; the chairman, Joint Chiefs of Staff; USPACOM, and Pacific Command's service components.

Responding to direction from OSD-P, APCSS developed and facilitated the first-ever India-Japan-US Humanitarian Assistance and Disaster Response tabletop exercise to further mature the multilateral relationship in an area of common security interest.

CJCS Gen. Martin Dempsey hosted a Chief of Defense Korea-Japan-US Trilateral security dialogue at APCSS.

The staff and faculty facilitated a China-US security dialogue on behalf of USPACOM as well as a Proliferation Security Initiative tabletop exercise in support of OSD to further multilateral cooperation in countering weapons of mass destruction.

Visit Program

APCSS attracted more than 2,000 visitors, including senior leaders from the United States and other countries throughout the Asia-Pacific region.



APCSS Director US Air Force Lt. Gen. (Ret.) Dan "Fig" Leaf became an alumnus of the Asia-Pacific Orientation Course and later a seminar lead for another course. In 2014, he was also granted a two-year extension (until 2016) on his term as director.

Visitors participated in roundtable discussions and served as guest speakers in APCSS courses.

These visits educated and informed guests about the APCSS mission by enabling discussion of security issues in the Asia-Pacific Region and APCSS contribution to capacity building.

Women, Peace and Security

APCSS is an action leader on Women, Peace, and Security (WPS). This is a priority effort, and APCSS is leading efforts within USPACOM to

promote greater inclusion on women in the security sector.

APCSS courses, workshops and the Center's WPS focus helped build the capacity of allies and partners to recruit more women into their security sectors. This has led to greater diversity and more effective development of security solutions.

The APCSS WPS program focuses on three pillars: 25% female participation in our activities, integrating women peace and security issues into all of

our courses and workshops as appropriate, and identifying credible and compelling evidence on the impact of women on peace and security. We are making progress as we have increased female participation from 14% in 2011 to 21% in 2015 and a growing number of successful alumni Fellows Projects related to WPS are demonstrating the power of this program.

Business Practices

Joe Yun, an APCSS alumnus and US Ambassador to Malaysia said, "APCSS is the best bang for the buck in all US defense spending." The Center's staff and faculty commit to aggressive pursuit of efficiency.

At the request of the Department of State (DOS), APCSS reinvigorated the Symposium on East Asian Security (SEAS) program that DOS had been forced to discontinue.

APCSS restructured SEAS as an APCSS element within our Advanced Security Cooperation (ASC) course, which allowed DOS to pay for select international Fellows to attend the course using DOS authorities. This policy move kept a valuable program alive, and made it affordable and efficient.

APCSS also instituted a number of business improvements to help reduce costs and increase savings. These included:

- Reducing lodging and per diem costs for participants;
- Issuing debit cards to participants instead of cash, reducing work load and increasing efficiency; and
- Leveraging Military and Student Interns to mutual benefit.

APCSS continues to improve our infrastructure by pursuing photovoltaic (PV) capabilities to reduce our energy consumption and lessen utility bills. PV savings will allow a higher percentage of our funding to be committed to the mission.



APCSS provides support for the annual Asia-Pacific Chiefs of Defense Conference, the latest of which took place in November in Brunei. APCSS leadership and faculty facilitated lectures and discussions, and provided logistics support. Pictured is Center Director Lt. Gen. (Ret) Dan Leaf (*center*) with attendees who are also APCSS alumni. They are (left to right) Singapore Lt. Gen. Ng Chee Meng; Maldives Maj. Gen. Ahmed Shiyam; Bangladesh Lt. Gen. Shafiu Huq; Cambodia Gen. Eth Sarath; Nepal Gen. Bahadur Rana; Mongolia Lt. Gen. Byambajav Tserendejid; Tonga Brig. Gen. Tau'aika 'Uta'atu; Papua New Guinea Brig. Gen. Gilbert Toropo; and Australia Vice Adm. Ray Griggs.

Courses

APCSS CY14 Throughput Numbers by Course

CY14 In-Res. Courses	Participants	Countries/Territories/IOs/*SEAS
Advanced Security Cooperation (ASC)		
ASC14-1	109	32
ASC14-2	101	*33
ASC14-3	109	34
<i>Subtotal</i>	319	42 unique countries
Asia-Pacific Orientation Course (APOC)		
APOC14-1	149	7
APOC14-2	141	9
MAPOC-1	101	1
MAPOC-2	73	4
<i>Subtotal</i>	464	13 unique countries
Comprehensive Crisis Management (CCM)		
CCM14-1	100	31
Comprehensive Security Responses to Terrorism (CSRT)		
CSRT14-1	101	44
Senior Executive Asia-Pacific Orientation Course (SEAPOC)		
SP14-1	35	7
SP14-2	38	4
<i>Subtotal</i>	73	7 unique
Transnational Security Cooperation (TSC)		
TSC14-1	28	26
TSC14-2	28	26 Countries & 1 I/O
<i>Subtotal</i>	56	33 unique
TOTAL	1,113	66 unique countries

Transnational Security Cooperation

The one-week Transnational Security Cooperation course (TSC) is an intensive program for military officers at the two- and three-star level and civilian equivalents, all primarily from the Asia-Pacific region. The curriculum emphasizes the impact of change in the region, and the evolving roles and capabilities of security practitioners. Through a challenging program of interactive workshops, small group breakouts and exercise scenarios, senior Fellows share perspectives and develop cooperative approaches to security issues of common concern.



Twenty-eight Fellows attended TSC 14-2 in December 2014.

Course	Course Manager/Coordinator	Participants
TSC 14-1	Dr. Lori Forman and Maj. Christopher Kuchma (USAF)	28
TSC 14-2	Dr. Mohan Malik and Dr. Saira Yamin	28

Senior Executive Asia-Pacific Orientation Course



SEAPOC Fellows meet and greet on the course's first day.

This three-day Senior Executive Asia-Pacific Orientation Course (SEAPOC) provides a basic orientation on trends and current issues shaping the Asia-Pacific security environment. It equips senior Fellows with policy and cultural perspectives important for interaction and engagement with Asia-Pacific nations. By design, this course directly supports USPACOM 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.

Course	Course Manager/Coordinator	Participants
SP 14-1	Dr. Scott Hauger / Dr. Alex Vuving	35
SP 14-2	Dr. Scott Hauger / Dr. Alex Vuving	38

Advanced Security Cooperation

The nearly five-week ASC course is designed to advance knowledge, skills and networks related to multilateral security cooperation in the Asia-Pacific Region among mid-career security practitioners representing national government agencies and other influential regional and national entities. The course stimulates strategic analysis and understanding of major security trends and challenges in the region; surveys available and desirable tools and processes that help mitigate challenges; and identifies requirements for developing adequate national security sector capabilities to support regional efforts of confidence-building, preventive diplomacy, conflict resolution and crisis manage-



ASC14-3 Fellows discuss the topic of the day.

ment. Additionally, the course seeks to enhance individual leader skills in critical thinking, communication,

collaboration and decision-making in complex multinational and culturally diverse environments.

Course	Course Manager/Coordinator	Participants
ASC 14-1	Kerry Lynn Nankivell/ Lt.Col. Chris Heming (USAF)	109
ASC 14-2	Kerry Lynn Nankivell/ Lt. Nick Matcheck (USN)	101
ASC 14-3	Kerry Lynn Nankivell/ Lt. Nick Matcheck (USN)	109

Asia-Pacific Orientation Course

This one-week course provides an introduction to Asia-Pacific culture, politics, protocols and challenges, while addressing US interests in the region. The curriculum broadly examines security foundations, regional security perspectives, country-specific issues, regional cooperation on interstate challenges, and regional responses to transnational challenges. Attention is given to both historical and emerging issues. A shorter mobile version of this course is also offered at least once per year.

Course	Course Manager/ Coordinator	#s
APOC 14-1	Dr. Virginia Bacay-Watson LCDR Dara Kollasch (USN)	149
APOC 14-2		141
MAPOC 14-1		101
MAPOC 14-2		73
	Dr. Virginia Bacay-Watson CDR Alan Chace (USN)	



At right, APCSS Director Lt. Gen. (Ret) Daniel Leaf addresses APOC 14-2 Fellows.

Comprehensive Security Responses to Terrorism

The four-week Comprehensive Security Responses to Terrorism course (CSRT) 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. The course develops the trust and confidence necessary for increasing information sharing and identifying ways to reduce obstacles to cooperation in the international struggle against those who use terror to promote their goals.

Course: CSRT 14-1

Course Manager/Coordinator:
Dr. Alfred Oehlers
Maj. Doug Krugman (USMC)

Participants: 101



CSRT Fellows work together in seminar and in small groups.



Comprehensive Crisis Management

The five-week Comprehensive Crisis Management course (CCM) takes a comprehensive approach to conflict, and complex emergency operations and activities. Course content focuses on three broad topic areas: (1) pre-crisis condition setting; (2) post-crisis transitions; and (3) post-crisis reconstruction. The course addresses basic definitions and types of stability operations; coalition building and inter-agency coordination; interventions and occupations; post-conflict/post-complex emergency reconstruction steps; transition planning; and strategic communications, among other supporting topics. It is designed to impart vital knowledge as well as to develop leadership skills and frameworks in order to improve the effectiveness of CCM practitioners.



CCM Fellows collaborate during a course exercise.

Course	Course Manager/Coordinator	Participants
CCM 14-1	Prof. Tom Peterman/Lt. Col. Ian Francis (USA)	100

APCSS Alumni Throughput by Country

Country	CY14	Cummulative Total
Afghanistan		37
Angola		1
ASEAN		8
Asian Development Bank	1	3
Australia	30	232
Azerbaijan		1
Bahamas		6
Bangladesh	26	283
Belgium		2
Belize		3
Bhutan	1	40
Bosnia and Herzegovina		1
Botswana		4
Brazil	1	6
Brunei	5	65
Bulgaria	1	5
Burundi	1	1
Cambodia	19	142
Cameroon		3
Canada	14	102
Chad		2
Chile	7	62
China (includes Hong Kong & Taiwan)	50	251
Colombia	7	28
Comoros		20
Cook Islands		20
Djibouti	1	4
Dominican Republic		1
Ecuador		2
Egypt	1	8
El Salvador	1	10
Fiji Islands	8	117
France (includes French Polynesia & New Caledonia)	5	23
Georgia		1
Germany		3
Ghana		2
Guyana		1
Honduras	1	1

Country	CY14	Cummulative Total
India	27	285
Indonesia	33	273
Iraq		5
Japan	10	103
Jordan	2	8
Kazakhstan	1	15
Kenya	1	14
Kiribati	6	37
Kosovo		1
Kyrgyzstan	2	5
Laos	17	123
Lebanon	7	29
Lesotho		1
Lithuania		3
Macedonia		1
Madagascar		38
Malaysia	30	308
Maldives	16	113
Marshall Islands	6	43
Mauritius	2	47
Mexico	4	13
Micronesia	11	90
Mongolia	24	209
Morocco	1	1
Mozambique		11
Myanmar	37	43
N. Mariana Islands		13
Nauru	3	13
Nepal	31	290
Netherlands	1	1
New Zealand	10	162
Nigeria	1	3
Niue		7
Oman	2	3
Pakistan	17	247
Palau	10	38
Panama	1	1
Papua-New Guinea	16	125
Peru		15
Philippines	41	339
Poland		10
Rep of Korea	19	184

Country	CY14	Cummulative Total
Romania		2
Russia*	3	108
Rwanda		2
Samoa	3	23
Saudi Arabia		5
Serbia		1
Seychelles		1
Sierra Leone	1	1
Singapore	8	117
Slovenia		1
Solomon Islands	1	26
South Africa	1	8
South Sudan		1
Sri Lanka	23	265
Suriname		1
Swaziland		2
Sweden		1
Switzerland	1	4
Tajikistan		4
Tanzania	1	36
Thailand	31	330
Timor-Leste	9	57
Tonga	10	69
Tunisia	1	1
Turkey	1	18
Tuvalu	4	28
Uganda	1	1
Ukraine		2
United Kingdom	2	12
United Nations		5
United States (includes Am. Samoa, Guam & Saipan)	529	3,087
Uruguay		5
Uzbekistan		1
Vanuatu	6	33
Vietnam	19	169
Yemen	2	5
Total	1478	9206

* New countries in red were added in 2014

** Totals include alumni from both in-resident courses and alumni-generating workshops

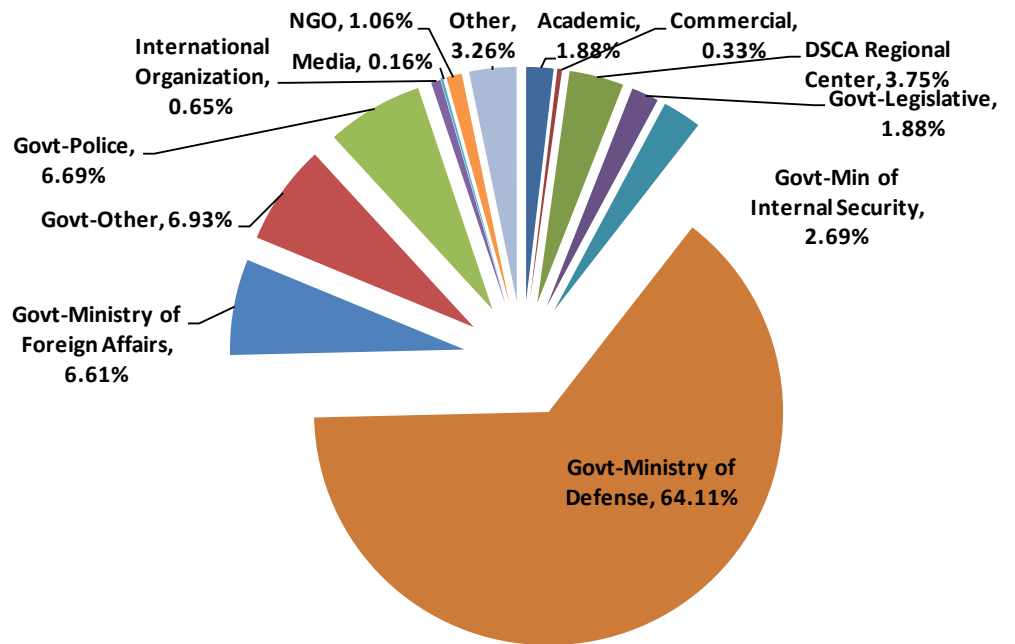
Who comes to our courses?

Searching for the optimal blend of participants is a major effort at the Center. Diversity enhances the APCSS experience by bringing people together with different perspectives and a wide variety of experiences. To maximize the effectiveness of our participant-centered, activity-based learning model, we attempt to replicate real-world planning and response to natural and man-made disasters or other security-related challenges. Having a diverse mix of practitioners from the broadest security realm adds a crucial element of realism to our exercise scenarios and ensures we approach issues from a comprehensive perspective.

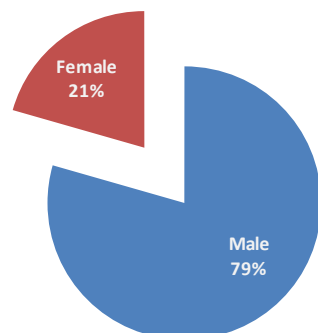
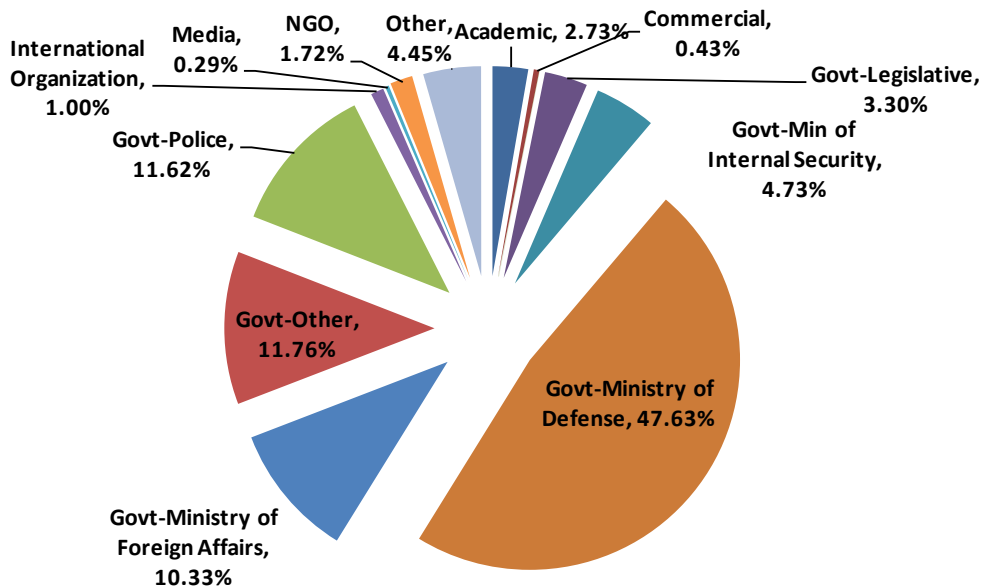
As these charts demonstrate, only slightly more than half of our international participants represent the defense ministry, while the rest are practitioners from over 15 diverse ministries, reflecting a whole-of-government approach. This comprehensive approach to security introduces experiences and perspectives from departments such as foreign affairs, law enforcement, disaster management and customs.

Within large ministries like defense, we also seek a balance among military services and between uniformed and civilian personnel. The law enforcement sector is also comprised of varied organizations such as national police, customs, immigration and homeland security. This inclusive approach challenges participants to think more critically and broadly about security, and enhances the learning experience with diverse perspectives.

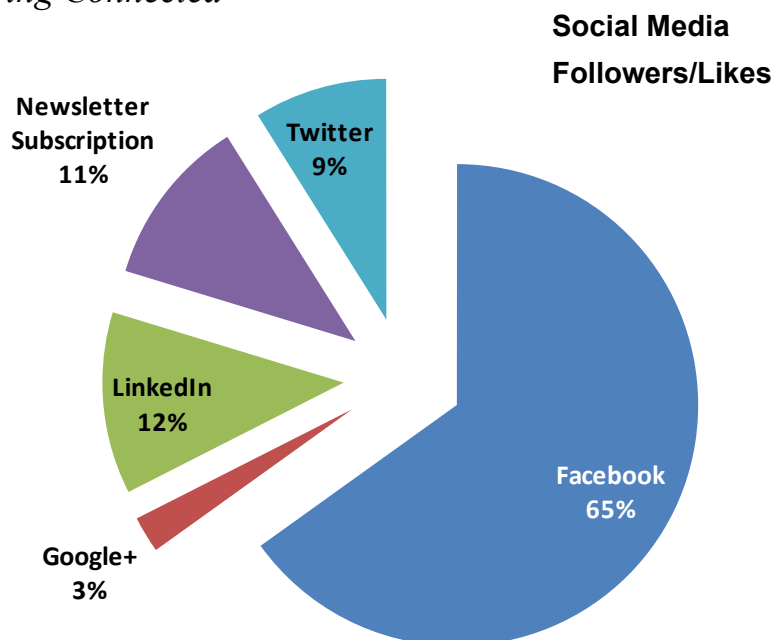
Participants By Organization (all)



Participants By Organization (International only)



By Gender (all)



APCSSLink

- 26,368 Visits
- 290,704 Pageviews
- 14,216 Downloads

Most Active Communities

1	Biosecurity Workshop 2014
2	Regional Security Governance and Architecture in the Pacific
3	Public Affairs COI
4	Women, Peace & Security COI
5	Counter-Terrorism COI
6	Crisis Management COI
7	Maritime Security COI
8	Governance & Security COI
9	SSD-Myanmar Workshop
10	Health Security COI

Country	Visits
United States	18,526
United Kingdom	1,139
Thailand	579
China	451
Nepal	434
Indonesia	419
Republic of Korea	414
Taiwan	346
Spain	338
Australia	258

APCSS Web Site

- 968,353 Pageviews
- 220,044 Visits
- 170,694 Unique Visits

	Pages	Views
1	Countries of the Asia-Pacific	299,901
2	Main Page	185,503
3	College	26,882
4	Faculty	22,666
5	Library	15,411
6	Calendar	13,273
7	Contact Us	13,005
8	Employment	12,279
9	News	10,723
10	Internship Program	10,252

Countries	Visits
United States	82,330
India	23,711
Australia	21,457
United Kingdom	8,260
Singapore	7,987
Philippines	6,943
Malaysia	5,934
Canada	3,815
Pakistan	3,767
Indonesia	3,040

Alumni Associations

Afghanistan
 American Samoa
 Australia
 Bangladesh
 Bhutan
 Cambodia*
 Cameroon
 Canada
 Chile
 China
 Colombia
 Comoros **
 Cook Islands
 Fiji
 Guam
 Hong Kong
 India
 Indonesia
 Iraq
 Japan
 Jordan
 Kazakhstan
 Lao PDR
 Lebanon
 Madagascar**
 Malaysia
 Maldives
 Marshall Islands
 Mauritius**
 Micronesia
 Mongolia
 Mozambique
 Myanmar
 Nepal
 New Zealand
 Pakistan
 Palau
 Papua New Guinea
 Peru
 Philippines
 Republic of Korea
 Russia & Far East Russia
 Samoa
 Singapore
 Solomon Islands
 Sri Lanka
 Taiwan
 Tanzania
 Thailand
 Timor-Leste
 Tonga
 Tuvalu
 Vanuatu
 Vietnam
 U.S. (D.C. & Hawaii)

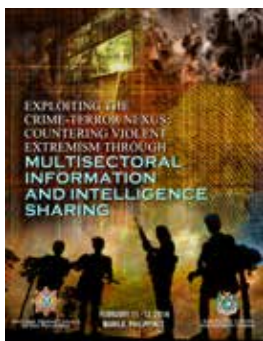
* Informal group
 ** Joint alumni association
 with the Africa Center

Workshops

Exploiting the Crime-Terror Nexus: Countering Violent Extremism through Multi-sectoral Information and Intelligence Sharing

Philippines, Feb. 11-13, 2014

An Asia-Pacific Center for Security Studies (APC-SS) outreach team conducted this three-day workshop in Manila, Philippines.



The workshop consisted of 51 participants from the Philippines, Malaysia and Indonesia. The event was co-hosted by the National Defense College of the Philippines (NDCP) and was attended by Philippines Vice President Jejomar Binay and US Ambassador to the Philippines Phillip Goldberg. APCSS Dean Carleton Cramer led the Center's outreach team and Dr. David Fouse served as academic lead.

The APCSS-NDCP workshop was held conjointly with a conference organized by the International Criminal Investigation Training and Assistance Program (ICITAP) of the US Justice Department on "Investigation and Development of Terrorist Related Cases," which drew its participants from the same three countries. The two events maximized networking opportunities for the 100 combined participants through shared presentations, joint working lunches, combined opening and closing ceremonies, and a welcome reception for both events.

Workshop presentations highlighted the growing involvement of

violent extremist groups in various types of criminal behavior. Inter-agency teams from each participating country discussed ways to improve information and intelligence sharing that would allow them to take advantage of increased crime-terror linkages. Presenters emphasized that trends toward deeper involvement of violent extremist groups in various criminal activities afford greater opportunities for detection, tracking and infiltration, provided there is adequate information and intelligence sharing between all members of the security sector.

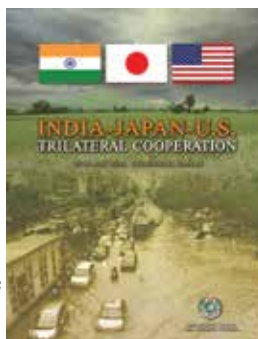
Read more at: <http://www.apcss.org/apcss-outreach-team-conducts-info-sharing-workshop-in-manila/>

India-Japan-US Trilateral Cooperation

Honolulu, May 19-21, 2014

APCSS conducted this trilateral workshop to enhance collaboration in regional humanitarian assistance and disaster management processes in cooperation with the Office of the Assistant Secretary of Defense for Asian and Pacific Security Affairs and the Department of State. The workshop enabled participants to share HA/DR perspectives through guided discussions and a "tabletop" disaster exercise.

Rapid population growth in Asia-Pacific's high-risk earthquake zones, and flood-prone coastal and urban areas makes the region especially vulnerable to natural disaster impacts.



Mitigating these impacts hinges on multinational cooperation, according to Jessica Ear, professor and disaster management expert with the Asia-Pacific Center for Security Studies.

"Large-scale disasters, such as the 2011 Japan earthquake and tsunami and 2013 Typhoon Haiyan, illustrated how international support and partnerships can save lives and alleviate suffering."

Read more at: http://www.apcss.org/wp-content/uploads/2014/12/currents_2014_workshops_conferences.pdf (Page 28)

Regional Security Governance in the Pacific Islands Region: Priorities for a Resilient Future

Vanuatu, Aug. 4-8, 2014

Examining the effectiveness of regional security cooperation and the broader regional security architecture that exist in the Pacific Islands region was the focus of this workshop held in Port Vila, Vanuatu. APCSS and the Pacific Institute of Public Policy (PiPP) hosted the workshop.

Vanuatu Prime Minister Joe Natuman and US Ambassador to Papua New Guinea, Solomon Islands, and Vanuatu Walter North (via video) opened the event that included 48 security practitioners and subject matter experts from 21 nations and territories and six regional international organizations.

Facilitated discussions gave participants an opportunity to share their understanding of the issues and recommend specific measures to enhance security and governance in the region.



The workshop concluded with participants briefing their shared findings and recommended next steps for enhancing the regional cooperation to senior officials, including a representative of the Pacific Islands Forum.

Read more at: <http://www.apcss.org/advancing-pacific-islands-regional-security-cooperation/>

Comprehensive Security Sector Development in Myanmar*

Burma, Aug.
18-22, 2014

The recent democratic changes in Myanmar have led to the reevaluation of its comprehensive security needs in terms of national, transnational, and human security. In the run-up to the 2015 election, Burma's security sector is transforming to meet the nation's new security and political priorities. APCSS, in cooperation with the National Defence College of Myanmar, hosted this workshop in Naypyitaw, Burma.

The event provided an opportunity for the over 30 participants from Burma to expand their understanding

of concepts and best practices of security sector development and modern civil-military relations by examining a variety of experiences from other countries around the region and the world. Facilitated discussions gave participants an opportunity to share their experiences and recommend specific measures to enhance security and governance in Burma and in the region.

By the end of the workshop, participants were able to identify relevant principles, best practices, and lessons learned from case studies and apply them to the current transitional environment in Burma. They identified key areas of success and remaining gaps within the existing system. Most importantly, they took ownership of the process of security sector development and enhanced civil-military relations by demonstrating a commitment to expanding and implementing these principles and practices long after the workshop. To this end, the workshop concluded with participants briefing their shared findings and recommended next steps for Burma.

Read more at: <http://www.apcss.org/comprehensive-security-sector-development-in-myanmar/>

Continued on next page



Officials from India, Japan and the United States discuss opportunities to strengthen trilateral disaster preparation and recovery cooperation.

APCSS CY14 Throughput Numbers by Workshop

Workshops	#
Exploiting the Crime-Terror Nexus: Countering Violent Extremism through Multi-sectoral Information and Intelligence Sharing	51
India-Japan-US Trilateral Cooperation	16
Regional Security Governance in the Pacific Islands Region: Priorities for a Resilient Future	48
Comprehensive Security Sector Development in Myanmar	31
Enhancing Maritime Resource Security: A Cross-Sectoral Dialogue for the Gulf of Thailand Initiative	55
Maritime Security Challenges 2014: Pacific Seapower	190
Biosecurity in South-east Asia	43
Total	434
CoCom/OSD Support	
Chiefs of Defense (CHOD)	26
Exercise Fortune Guard	119
Capabilities Development Working Group (CDWG)	180
U.S. - China Crisis Mgmt Seminar	40
Total	365

*APCSS is authorized to use "Myanmar" when communicating with the country but uses Burma for USG documents.

Workshops (Continued)

Enhancing Maritime Resource Security: A Cross-Sectoral Dialogue for the Gulf of Thailand Initiative

*Singapore,
Aug. 12-14,
2014*

Maritime security is one of several focus areas for the Asia-Pacific Center for Security Studies. The Center partnered with the World Ocean Council to conduct this multinational workshop on preserving the Gulf of Thailand's maritime assets. The workshop enabled officials from four coastal nations to address the anticipated impacts of developing trends in marine industries most active in GoT waters over the next three to five years. Participants were from Cambodia, Malaysia, Thailand, and Vietnam.

The seminar was part of an ongoing international effort (GoTI) funded by the US State Department to support GoT states as they work to effectively manage the impacts of fisheries, offshore oil and gas activity, shipping and port operations, and coastal development. Those involved seek to ensure that economic activity in GoT waters can be sustained for the long-term through broad-based development planning.

The three-day workshop teamed government officials from maritime law enforcement, and transportation and trade agencies with their private sector counterparts and subject matter experts. A Vietnam participant related

that integrated coastal and ocean management was a key takeaway from the workshop.

Read more at: <http://www.apcss.org/enhancing-maritime-resource-security-in-the-gulf-of-thailand/>

Maritime Security Challenges 2014 Pacific Seapower

Canada, Oct. 6-9, 2104

This conference, the 6th iteration of the Maritime Security Challenges (MSC) conference series, took place in Victoria, BC, Canada. Over 190 delegates from 22 nations came together to discuss important naval issues in an open environment.

Among conference delegates were serving flag officers from nine nations and many additional retired flag officers. Vice Adm. (Ret) Ron Buck, Royal Canadian Navy, immediate past president of the Navy League of Canada, served as the conference's honorary chairman. Dr. Jim Boutillier, special advisor, international engagement, Maritime Forces Pacific, Royal Canadian Navy, chaired the conference program committee.

Keynote presentations were made by Vice Adm. Mark Norman, commander, Royal Canadian Navy, and Adm. Harry Harris, Jr., then com-



Adm. Harry Harris speaks at the Maritime Security Challenges Workshop.

mander of US Pacific Fleet. Rear Adm. Bill Truelove, commander of Maritime Forces Pacific, Royal Canadian Navy, provided closing comments.

Read more at: <http://www.apcss.org/maritime-security-challenges-2014-presentations/>

Biosecurity in Southeast Asia

*Philippines,
Nov. 3-7, 2014*

Reducing Southeast Asia's biothreat vulnerability was the focus of an international workshop held in Manila, Philippines. APCSS co-hosted the event with the Philippines Department of Health and National Defense College of the Philippines.

The workshop brought together 43 health and security professionals from eight nations and ten organizations. The group analyzed threats posed by regional pandemics, emerging infectious diseases and bioterrorism activities – all of which can have catastrophic effects on nations' populations, economies, and overall security.

The workshop's 20 recommendations to improve biosecurity were shared with the World Health Organization.

Read more at: <http://www.apcss.org/workshop-enhances-southeast-asia-biosecurity-preparedness/>



APCSS members earn government service awards

Twenty-one Asia-Pacific Center for Security Studies employees were recognized at the Honolulu-Pacific Federal Executive Board's 59th Annual Excellence in Federal Government Awards ceremony.

The annual event honors employees from government agencies in Hawaii for their outstanding effort, dedication and contributions to the workforce and community. Employees' organizations nominated them for these honors.

APCSS award winners were:

– **Team Excellence:** College Operations: US Navy Cmdr. Alan Chase, Dr. Lori Forman, US Army Lt. Col. Ian Francis, Dr. Scott Hauger, US Air Force Maj. Christopher Kuchma, Professor Kerry Lynn Nankivell, Dr. Alfred Oehlers, Professor Thomas Peterman, Dr. Alexander Vuving, Dr. Virginia Bacay-Watson, Dr. Mohan Malik, Dr. Saira Yamin, US Navy Lt. Nicholas Matcheck, US Army Lt. Col. Donald Peterson, Robin Burrell, and Florence Rapozo.

– **Federal Leader of the Year:** Lenore Patton, chief, Regional Engagement Operations Department.

– **Federal Employee of the Year (Professional/Admin/Tech):** Carolyn Orita, Administration Management Office.



The APCSS awardees pose for a group photo after the ceremony. From left to right is Cherrielynn Kamahale, Laureen Kukino, Cmdr. Alan Chase, Pedro Gutierrez, Deputy Director Jim Hirai, Robin Wong, Dean Carleton Cramer, Dick Sears and Lenore Patton.

– **Federal Employee of the Year (Clerical/Assistant):** Larry Fryer, Human Resources Department.

– **Exceptional Community Service:** Johnette Chun, chief, Human Resources Department.

– **Mentor of the Year:** Cherrielynn Kamahale, Regional Engagement Operations Department.

APCSS Director Lt. Gen. (Ret) Dan Leaf honored his staff's hard work. "Our APCSS schedule is daunting, with courses and workshops flowing

APCSS Faculty Changes in 2014

Departures

Lt. Col. Reese Evers, USAF

Lt. Col. Chris Heming, USAF

Maj. Douglas Krugman, US Marine Corps

Maj. James Popphan, USAF

Col. Tim Ryan, USA

Amb. Charlie Salmon (Ret) - Foreign Policy Advisory

New

Dr. Christopher Harmon

Lt. Col. Danny Makalena, USAF

Dr. Christopher Snedden

Lt. Col. Nathan Springer

yearlong with little break between events. Our staff, however, has excelled in maximizing these opportunities to build and strengthen vital partnerships in the region. They've proven that a relatively small cohort of dedicated professionals can change the world."

APCSS Staff & Faculty (as of December 2014)

Onboard Counts:	
Total Civilians	80
Total Officers	25
Total Enlisted	9
Total Contractors	11
Interns/Volunteers	6
Temp Duty	3
Total	134

Faculty	
Civilian	27
Military	11
Total	38

APCSS faculty includes personnel from the United States, Australia, New Zealand, Canada, India, Pakistan, Republic of Korea, Russia, Singapore, the Philippines, Vietnam, Cambodia, Burma and Germany.



ASIA-PACIFIC CENTER FOR SECURITY STUDIES

FACT SHEET

Total Workshops 182

Attendees since 1995 8,500+ from 100+ countries

Alumni-Generating Workshops:

- The Environment and Security in the Pacific Islands Region 37
- South Asia Leadership Engagement (Harvard/NESA) 77
- New Zealand Command & Staff College, Joint Seminars 107
- Australia Command & Staff College, Global Sec. Issues 52
- India Strategic Interface 24
- Maritime Security (Vladivostok) 42
- South Asia Symposium on Combatting Terrorism (Maldives) 54
- Security Sector Development 147
- Timor-Leste Workshop 17
- Malaysia Outreach 27
- Pacific Rim Security I & II 40
- Biopreparedness in the Asia-Pacific/Biosecurity in SEA 73
- Regional Security Governance & Architecture in the Pacific Islands Region 47
- Others 61

Advanced Security Cooperation (ASC)

- 46 Classes since September 1996
- 3,335 Fellows
- 59 countries, 1 int'l organization
- LTC/COL/BG/civilian equivalent

Transnational Security Cooperation (TSC)

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

Comprehensive Security Responses to Terrorism (CSRT)

- 18 Courses since April 2004
- 1,114 Fellows • 91 countries

Comprehensive Crisis Management (CCM)

- 12 Courses since August 2006
- 750 Fellows • 58 countries
- 2 International Organizations

Asia-Pacific Orientation Course (APOC)

- 24 Courses since March 2007
- 2,244 Fellows • 18 countries

Senior Asia-Pacific Orientation Course (SEAPOC)

- 8 courses since September 2008
- 180 Fellows • 8 Countries

Junior Executive Course (JEC)

- 6 courses • 134 Fellows • 8 countries

Total Alumni: 9,185

Alumni Associations (57)

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

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

Alumni in senior positions

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

OUTREACH

RESIDENT COURSES

ALUMNI

