



DANIEL K. INOUE ASIA-PACIFIC CENTER FOR SECURITY STUDIES

CURRENTS

Staying **CONNECTED**

During **COVID**





DKI APCSS Director
Pete Gumataotao
welcomes IPOC 20-1
Fellows to the first
course since the start
of the COVID pandemic.

EXPANDING OPPORTUNITIES

I hope this note continues to find you safe and well during this pandemic environment. I realize during this period we have all faced unprecedented challenges and limitations. At DKI APCSS, I'm happy to report that despite these pandemic restrictions we have found opportunities to expand our presence in the virtual domain, offering webinars, podcasts, online workshops and social media engagement. I'm proud to see that many of our alumni and alumni groups have taken advantage of this expanded level of virtual engagement. Many individual alumni participated with on-line lectures, panel discussions and presentations from subject matter experts to broaden their knowledge base, extend their personal and professional networks, and/or resolve relevant security issues or challenges.

As part of our efforts to learn from this pandemic, we conducted several COVID-19-focused webinars and workshops, relying on our friends and partners in the region to provide their before-and-after perspectives to demonstrate resiliency in the face of adversity. Our New Zealand alumni group was especially helpful in this regard, volunteering several subject matter experts to serve on esteemed panels, and offering best practices in terms of leadership actions and disaster response during crises. Additionally, we gleaned valuable lessons from alumni of locations like Taiwan and Korea, where government policies and action plans contributed to their highly successful pandemic mitigation efforts.

Whether it be individual alumni, a group of alumni from South Asia, Northeast Asia, Southeast Asia, Oceania, or from a region outside the Indo-Pacific, when alumni work together and cooperate towards common goals and values, all of us stand a better chance of achieving success in building capacity, contributing to peace and security, and advancing a free and open environment. As DKI APCSS prepares for the time when we eventually resume in-person, international courses, we look forward to continually engaging our alumni, friends, and partners in the virtual realm. In fact, we eagerly anticipate integrating virtual engagement elements with our in-person events to enhance the overall learning and leadership experience.

One of the most important and exciting developments at our Center involves our newest course entitled, "Comprehensive Security Cooperation" or CSC course. CSC combines the benefits of all previous courses and establishes a baseline of core course elements to a broader audience of practitioners. As we have regularly included in our other multi-week courses, CSC will include plenary sessions, seminars, electives, exercises and projects.

CSC courses will offer integrated tracks in counter-terrorism, maritime security, crises management, cybersecurity, and economic security. During the course, Fellows will spend time on cross-cutting complex transdisciplinary and transboundary challenges as well as on specialty content, or tracks, to deep-dive into priority concerns. The resulting cross-talk fosters relationships and networks between different security sectors.

We will also be offering several themed course modules this summer. Like the traditional in-resident courses, modules educate, connect and empower security practitioners at the executive level. The format for courses in development for later in the year will be tailored to address COVID-related travel and risk conditions. We look forward to seeing our Fellows in person soon!

Here's a list of our upcoming events:

- Indo-Pacific Orientation Course (IPOC) 21-2 - November (tentative)
- Transnational Security Cooperation (TSC) Course - December (tentative)
- Comprehensive Security Cooperation (CSC) Course - February (tentative)

Note: The exact dates for these courses are tentative due to COVID-19 restrictions. Please visit our Upcoming Events calendar for future updates at <https://apcss.org/event>

Sincerely,



Director,
Daniel K. Inouye Asia-Pacific Center for Security Studies

Mahalo

for sharing and living our DKI APCSS goals and values. We appreciate your participation in our common journey towards a better, more peaceful and prosperous world.

CURRENTS

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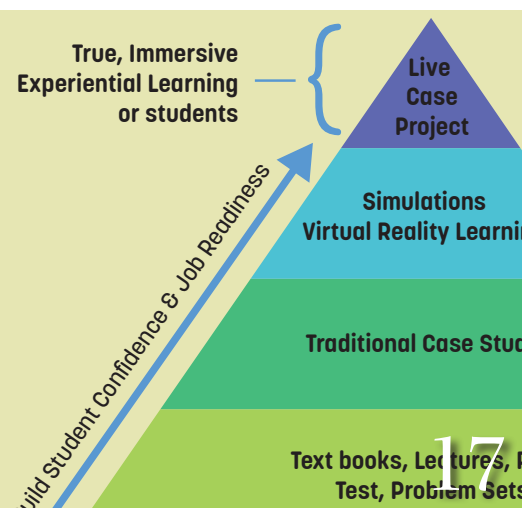
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ON THE COVER

The theme of this issue is “Staying Connected During COVID,” which illustrates how DKI APCSS has maintained connections to alumni and partners in the region during the pandemic. Our Info Services and Visual Information teams have led the way in supporting Center events (pp. 7-8), Workshops and Dialogues (pp. 14-15) and Virtual Engagements (pp. 18-19). Also, the Center Spotlights the Visual Information Branch and Lt. Col. Mike Bucher for leading the effort.



Currents magazine is the unofficial publication produced biannually by the Public Affairs Office. This publication is for DKI APCSS employees, alumni, Fellows, future Fellows, and friends of the Center. It is available online at www.apcss.org. We use the Associated Press Style Guide when abbreviating ranks, regardless of individual service style. Contents are not necessarily the official views of, or endorsed by, the U.S. Government or the U.S. Department of Defense.

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CENTER NEWS



1) DKI APCSS Director Pete Gumataotao hosted the event honoring Lt. Gen. Stackpole. To his left, Event Coordinator Cherrielynn Kamahale assists Mrs. Stackpole untying the maile lei to officially dedicate the Auditorium as "The H.C. "Hank" Stackpole III Auditorium".
2) Lt. Gen. Stackpole plaque 3) Mrs. Vivien Stackpole and Family Members.

CENTER RENAMES AUDITORIUM AFTER THE LATE LT. GEN. STACKPOLE

Several months after his passing, the Daniel K. Inouye Asia-Pacific Center for Security Studies held a special tribute ceremony on Nov. 20 to celebrate the life of the late Lt. General H. C. “Hank” Stackpole. The retired U.S. Marine Corps lieutenant general served as the Center’s first president for seven years (1998-2005). The small event, which included family members and a small group of friends, honored Stackpole with the first DKI APCSS Lifetime Achievement award and rededicated the Center’s auditorium in his name.

DKI APCSS Director Pete Gumataotao hosted the event honoring Lt. Gen. Stackpole and all that he brought to the Center.

“During Hank’s leadership, the Center developed as an outstanding academic institution providing a forum where current and future military and civilian leaders from throughout Indo-Pacific could gather to enhance security cooperation. The strength of his character and depth of his ‘aloha’ for the mission and the broader humanity it embraces made him the ideal leader to chart the course of DKI APCSS,” said Gumataotao.

“Perhaps his greatest legacy to DKI APCSS was Hank’s passionate and unwavering emphasis on building and maintaining relationships. Today, this is the heart of DKI APCSS, and we owe this great man such a debt of gratitude because of this.”

Also speaking at the event was former APCSS Executive Director Dr. Jimmie Lackey, who was instrumental in setting up the Center and hiring Stackpole as its new president.

“If there was ever a great example of having the right person, with the right skills, showing up at the right place, at the right time, it happened in February 1998 when Hank Stackpole stepped off the elevator on the 19th floor of the Waikiki Trade Center as the new president of the Asia-Pacific Center for Security Studies,” said Lackey.

“He had a genuine interest in what we were doing, how we were doing it, why we were doing it...He was prepared on Day 1, to be the leader of the Asia-Pacific Center.”

He also shared that “(Hank) was a patriot in every sense of the word, and he was proud of it. He loved his country, very proud of it



Chief of Admissions Tom Patykula, Mrs. Stackpole and Chief of Regional Engagement Operations Lenore Patton pose for a photo at the conclusion of the ceremony.

and glad to talk about it even with an international audience, he found a creative way of bringing it in and talking about the values he believed in.”

During the Ceremony, Chief of Admissions Tom Patykula presented the posthumous 2020 Lifetime Achievement award to Mrs. Vivien Stackpole on behalf of her late husband. The DKI APCSS Lifetime Achievement Award is for significant and sustained contributions to build capacity, engender security cooperation, and advance peace, stability, and prosperity throughout the Indo-Pacific region and the world.

DKI APCSS Chief of Regional Engagement Operations Lenore Patton presented Mrs. Stackpole with a special book commemorating her late husband. According to Patton, “When news of the general’s passing reached our staff (current and former) and our colleagues and alumni throughout all our communities here in the U.S. and in the region, we received an outpouring of messages from here at home and from over 60 nations. Messages of condolence, sympathy, great memories, and wonderful stories. These have all been captured in this book”

She also shared her memories of working with the former APCSS president. “I had been with the Center for just over three years as part of the inauguration team...By 1998, we anxiously awaited the start of the boss.” In Lieutenant General Stackpole, our

small start-up team found our compass, our statesman. We found our wise counsel. We found our champion and we found our visionary leader... I’m so incredibly honored to have been mentored by Lt. Gen. Stackpole for the seven years he served as president.”

Mrs. Stackpole, who was accompanied by her children Colin, Dana, and Karen, thanked the Center for honoring her late husband.

“I’m sure he’s very happy and honored about it, but I’m sure he’d say ‘too much fuss,’ she joked. “I think Hank enjoyed [APCSS] as much as he enjoyed the Marine Corps.”

After the initial ceremony, the small group moved to the foyer for the untying of a maile lei to rededicate the auditorium as the “Lt. Gen. H.C. ‘Hank’ Stackpole III Auditorium.”

“From the day Hank Stackpole and Jimmie Lackey opened its doors, this auditorium has served proudly as a haven of cooperation,” said Gumataotao. “A place where security practitioners shared and learned from each other. Where relationships were formed and later used as bridges – collaborating and cooperating. Yes, many of our alumni who have come through these doors were fortunate to have met General Stackpole. It is our hope that future Indo-Pacific security practitioners who come to our Center will benefit from the culture of respect, inclusiveness, and transparency that Hank had established while he was here,” he added.

U.S. INDO-PACIFIC COMMANDER'S MESSAGE

This is the final message from then Commander of U.S. Indo-Pacific Command, Admiral Philip Davidson. Admiral John C. Aquilino will be sharing his messages starting in the next edition of Currents magazine.

Dear Alumni of the Daniel K. Inouye Asia Pacific Center for Security Studies,

Aloha from the United States Indo-Pacific Command Headquarters at Camp H.M. Smith, Hawaii.

We are witnessing a general convergence in the region around the idea of a Free and Open Indo-Pacific. Like-minded nations and free societies who respect individual rights and liberties, promote good governance, and adhere to shared values and norms are coming together. This partnership has created enhanced communication, cooperation, and coordination on the shared security challenges across the region.

For example, the Republic of the Maldives and the United States recently agreed to a security cooperation framework to deepen engagement and cooperation in support of

maintaining peace and security in the Indian Ocean." India's support for this new effort is just one example of how like-minded nations can support one another in pursuit of our common vision for the region.

Other examples include Australia's participation alongside India, Japan, and the United States in MALABAR 2020 – the annual India-led naval exercise in the Bay of Bengal. The combined effort between these four Indo-Pacific democracies demonstrates how we are building trust and a shared will to work together.

Under Vietnam's leadership in 2020, ASEAN has continued to move forward to help shape activities across shared waters in the South China Sea. We are in full support of this effort and the value it brings to the international community and across Southeast Asia.

Another great effort to strengthen our preparedness and relationships across the region is Task Force Oceania. U.S. Army Pacific is leading this endeavor with several Pacific Island Nations to enhance our



U.S. Navy photo by Chief Mass Communication

planning, coordination, and execution of key humanitarian and security cooperation initiatives.

USINDOPACOM remains ready and capable to deter any acts of aggression and to defend our shared values and interests in any domain. These excellent examples show how we continue to reinforce our relationships, communication, cooperation, and readiness to act at any time and place. We are steadfast in our commitments to our allies and partners and to preserving peace and stability in the Indo-Pacific.

Hale Koa Hotel 25th Anniversary Presentation

The Hale Koa Hotel honored the 25th Anniversary of the Daniel K. Inouye Asia-Pacific Center for Security Studies during a presentation on Nov. 5, 2020. In a small ceremony at the hotel, DKI APCSS senior leadership was presented with a framed photo with a placard recognizing the 25th anniversary milestone.

"We are very grateful for the many years of official partnering with the Hale Koa Hotel, for the courtesy and professionalism of the staff, and especially for the friendship and genuine concern for mission and people of DKI APCSS. We could not have a better neighbor, friend and 'Mayor' of Fort DeRussy," said DKI APCSS Deputy Director Jim Hirai.



DKI APCSS & Hale Koa Senior Leadership. Left to right: DKI APCSS Deputy Director Jim Hirai, HKH Assistant GM Kelley Hupp, DKI APCSS Director Pete Gumataotao, HKH General Manager Edward Fagan, and DKI APCSS Dean of Admissions and Business Operations Dick Sears.

The organizations have a long history of working closely together. Both organizations are co-located on Fort DeRussy in Waikiki where the Hale Koa serves as the lead for U.S.

Army Garrison Hawaii. This year also marks the 45th Anniversary of the Hale Koa Hotel.



WEBINAR HIGHLIGHTS THE INDO-PACIFIC REGION THROUGH HINDSIGHT, INSIGHT AND FORESIGHT

The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) hosted a special webinar in September to commemorate our 25th anniversary under the theme — *“Hindsight, Insight, Foresight: Celebrating a Legacy to Educate, Connect and Empower.”*

The webinar titled “Bridging the Past with the Future” was hosted by Dr. Elizabeth Kunce and Dr. John Hemmings. The event included two panels featuring expert speakers from within the DKI APCSS alumni network and beyond with dialogue that covered the region’s collective achievements, current challenges, and imagined future of security in the region across the next 25 years. The discussions were largely shaped by feedback provided by the DKI APCSS alumni network via survey and virtual dialogue prior to the webinar.

DKI APCSS Director Pete Gumataotao spoke to the changes in the region and the Center over the last 25 years highlighting that, “as we’ve shown in the past 25 years DKI APCSS will continue to be a safe space for security dialogue and collaboration.”

The first panel on “Insight: Current Security Environment,” included guest speakers: Ms. Nadège Rolland, Senior Fellow for Political and Security Affairs at the National Bureau for Asian Research; Mr. Kanehara Nobukatsu, Professor, Doshisha University; and Dr. Timothy Buehrer, DKI APCSS. This panel featured discussion on the current security environment with presentations on: COVID and economic recovery; strategic competition; and a free and open Indo-Pacific.

The second panel, “Foresight: The Next 25 Years of Security,” included: Lt. Gen.

Michael Minihan, deputy commander of U.S. Indo-Pacific Command; Ms. Amanda Ellis, New Zealand’s Head of Mission and Ambassador to the United Nations in Geneva (2013-16) & Current Director, Global Partnership, Wrigley Global Futures Laboratory, Arizona State University; and retired U.S. Navy Adm. Scott Swift, The Swift Group. This panel featured discussion on the future security environment with presentations on: strengthening regional and inter-regional cooperation and communication; the future of multilateral organizations and inclusive security; and the evolution of traditional security actors and institutions.



Then, Acting Defense Secretary Chris Miller (middle), Deputy Assistant Secretary of Defense for South and Southeast Asia Reed Werner (left) and Lt. Gen. Bryan P. Fenton, Senior Military Assistant to the Secretary of Defense (right), participate in a virtual Association of Southeast Asian Nations meeting at the Center Dec. 9. Center staff and faculty provided technical and logistical support for the event.

Debunking **MYTHS** About the NIST Cybersecurity Framework

by Inez Miyamoto & Amy Mahn

As the DKI APCSS expands its cybersecurity educational offerings, it is collaborating with cybersecurity partners, such as the National Institute of Standards and Technology (NIST). In this article, Dr. Inez Miyamoto and NIST International Policy Specialist (Amy Mahn) team up to explore the NIST Cybersecurity Framework and three common misconceptions about it.

What is the NIST Cybersecurity Framework and why is it important?

A cybersecurity framework is a tool to help people to understand, comprehend, and communicate about security. It provides organizations with a methodology to comprehensively address risk and increase resilience in the event of a breach or disruption. In an

age of digital interdependencies, all organizations need a systematic way to reduce their vulnerabilities and to protect their networks and data.

There are many cybersecurity resources and frameworks available, including cybersecurity and privacy resources NIST has developed to help stakeholders manage risks. The NIST Framework for improving critical infrastructure cybersecurity, widely known as the Cybersecurity Framework, was published in 2014 after NIST collaborated extensively with government, industry, academia and international partners. While a cybersecurity framework helps with risk from cyber incidents, organizations need to also consider privacy risks occurring from data processing. To help address this, NIST also developed the Privacy Framework that was published

in January 2020. These frameworks are used by governments, industry organizations, and private corporations to help them to tackle the complexities of securing infrastructures, systems, people, and data.

The Cybersecurity Framework is a living document that evolves as the cybersecurity risk landscape changes. NIST encourages stakeholders who use the Cybersecurity Framework to provide valuable feedback to ensure future versions of the Framework continue to be useful as a risk management tool. In April 2018, the Cybersecurity Framework was updated to Version 1.1 using this process. Additionally, one of Mahn's jobs is to engage with global stakeholders from all over the world to obtain feedback, which helps improve the Framework and related resources.

MYTH 1 The Cybersecurity Framework is only used by the United States

Not only is the Cybersecurity Framework widely adopted by government agencies, private companies and non-profit organizations in the United States, but it is also used by organizations around the world. For example, the Japanese government was one of the first countries to use the Framework and developed the first translation in Japanese. In addition, the *Japanese Cross Sector Forum* needed a common lexicon or vocabulary to discuss cybersecurity among its 43 member companies that come from various sectors.

This consortium used the Cybersecurity Framework's language to clearly communicate with each other in a standardized cybersecurity language. In addition, since many of the forum's member companies also operate businesses in countries outside of Japan, this common lexicon facilitated cybersecurity communication and helped overcome language barriers between international workers. More information on this is highlighted in the success story the Cross Sector Forum developed and shared.

The Framework is available in other languages to facilitate use outside the United States, such as Arabic, Bulgarian, Polish, Portuguese and Spanish. Saudi Aramco uses the Cybersecurity Framework as outlined in success story. Uruguay, Israel, and others have also leveraged the Cybersecurity Framework in national cybersecurity strategies and policies, which can be found at this international resources site that NIST continues to update as adaptations and translations are identified.

MYTH 2 To Implement the Cybersecurity Framework you need an Information Technology staff

Understanding that all organizations do not have the access to the same resources, the Framework was developed to be flexible, adaptive and applicable to organizations of all sizes. NIST also continues to develop resources that make the content approach of the Framework understandable and accessible.

The NIST Small Business Cybersecurity Corner provides guidance and resources for small businesses. For example, small business owners can use a cybersecurity training presentation, which is a practical tool using common and accessible language to explain

and apply the core functions of the Framework (Identify, Protect, Detect, Respond, and Recover) to their business. Small businesses can also take advantage of other resources available on the site, including the U.S. Federal Trade Commission's information and a document to help small businesses apply concepts of the Framework called Small Business Information Security: The Fundamentals (NISTIR 7621 Rev. 1).

A critical step to reducing cybersecurity risk is to empower employees in an organization, according to the National Cybersecurity

Alliance. Thus, the Cybersecurity Framework provides guidance for an entire organization on how to develop policies, procedures and training. The Framework was designed to be flexible enough so that users can make choices among products and services available in the marketplace. It encourages technological innovation by aiming for strong cybersecurity protection without being tied to specific offerings or current technology. It can also be applied across many types of technologies, including operational and information systems.

MYTH 3

The Cybersecurity Framework is not aligned to other frameworks.

Since cybersecurity is a global challenge, international alignment is a key part of approaching the problem. The development of cybersecurity standards is an important part of this engagement. Some examples of organizations that develop cybersecurity standards and guidelines include: (1) the International Organization for Standardization and the International Electrotechnical Commission (ISO/IEC), (2) the Information Systems Audit and Control Association (ISACA), and (3) the Center for Information Security (CIS).

The ISACA developed the Control Objectives for Information Related Technologies (COBIT) as an information management framework. The CIS established a set of recommended actions for cyber defense. The U.S. Cybersecurity and Infrastructure Security Agency developed the Cyber

Resilience Review Crosswalk as a tool for stakeholders to cross-reference the different frameworks against the Cybersecurity Framework. It is a universal tool that can be used to evaluate the resiliency of a variety of organizations.

The Cybersecurity Framework leverages current standards and guidelines. NIST has an Online Informative References (OLIR) program that facilitates subject matter experts in defining standardized online informative references among elements of their cybersecurity, privacy, and workforce documents and aspects of other cybersecurity, privacy, and workforce documents like the Cybersecurity Framework.

NIST engages with standards development organizations and contributes to the development of cybersecurity standards, such as Technical Specification 27110

recently published by ISO/IEC, that focuses on guidance for developing cybersecurity frameworks. This document specifies that all cybersecurity frameworks should have the following concepts: Identify, Protect, Detect, Respond, Recover, which is consistent with the Cybersecurity Framework.

In summary, organizations around the world are increasing their resilience by implementing the Cybersecurity Framework. The DKI APCSS will continue a cybersecurity dialogue with the NIST through courses and workshops.

For more information about international updates to the NIST Cybersecurity Framework, follow Amy Mahn's blog posts at <https://www.nist.gov/blogs/taking-measure/authors/amy-mahn>.



DKI APCSS PODCASTS

ADVANCING INDO-PACIFIC THOUGHT NETWORKS IN A GLOBAL PANDEMIC

by Dr. Saira Yamin

Darwin famously said, "It is not the strongest of the species that survives, nor the most intelligent, but the one most adaptable to change." With COVID-19 continuing to test the global community's resilience in many ways, digital technology will likely be remembered as one of the primary enablers of our capacity to adapt swiftly to a radically transformed environment.

The experience at DKI APCSS, especially the ability to reach out far and wide, connecting with many of our alumni and influencers, has undoubtedly been one of the silver linings in the cloud. Old connections have been revived and new ones created at the speed of lightening, one's internet connection, so to speak. Communicating on Zoom has rendered many types of travel superfluous.

Distance does not matter anymore. We have been virtually beaming up hundreds of thought leaders from the Indo-Pacific region à la Star Trek to engage in cutting-

edge conversations on security. Some of our efforts have featured podcast interviews. Unlike our traditional closed-door discussions, the podcasts have been posted, with prior permission, on the DKI APCSS YouTube channel for everyone to enjoy.

The podcast series have elicited regional perspectives on a spectrum of traditional and non-traditional threats. Notable among them being the "Women, Peace, and Security: Conversations with Thought Leaders." Building on the value our engagements bring to U.S. policy considerations, our Center has been at the forefront of the U.S. Department of Defense (DoD) in advancing the Women, Peace and Security (WPS) global agenda aligned with UNSCR 1325, U.S. National Action Plans (2011, 2016), the U.S. WPS Act (2017), the U.S. National Strategy on WPS (2019), and the U.S. DoD's Strategic Framework and Implementation Plan (2020). Several of the WPS podcasts have been transcribed to capture the unique insights for practitioners, researchers and policy-makers, enabling wider dissemina-

tion and accessibility to online publication *Security Nexus*. Another interesting podcast offering is the "South Asia Dialogues" series, kicking off with a focus on challenges and opportunities to strengthen U.S.-Pakistan relations.

With more than 25 years of experience working with civil and military security practitioners in the Indo-Pacific region, DKI APCSS continues to leverage the relationships it has developed to build greater trust and confidence with partner nations. All five Regional Centers of the U.S. DoD are well-positioned to facilitate transparent exchange of information through our alumni networks. These include track 1.5 and 2 dialogues to generate innovative solutions addressing an increasingly complex regional security environment.

Above all, these alumni networks represent our sustained efforts to educate, connect, and empower civilian and military security practitioners across many global sub-regions in the Indo-Pacific and beyond.



1) Admissions Chief Tom Patykula conducts COVID-19 screenings for IPOC Fellows on the first day. 2) Dr. Saira Yamin takes a question from an IPOC 20-1 Fellow virtually. 3) Dr. Ethan Allen provides a presentation from behind a plexiglass barrier to keep everyone safe. 4) Prof. Al Shimkus provides a presentation on "Health Security in the Indo-Pacific." 5) An IPOC 20-1 Fellow prepares for the second day. 6) Dr. John Hemmings chats with U.S. Army Fellow Lt. Col. Nicholas Sikes during a break. 6) An IPOC 20-1 Fellow elaborates during a plenary discussion.

IPOC GOES HYBRID

IN THE CENTER'S FIRST COURSE SINCE THE START OF THE COVID PANDEMIC



The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) reopened its doors Nov. 16 to welcome 60 Fellows attending the Indo-Pacific Orientation Course (IPOC) 20-1.

IPOC 20-1, a highly sought-after executive education experience for U.S. security practitioners, spanned an intensive week of discussions and applied learning activities on key security issues and trends affecting the Indo-Pacific region. The course ended Nov. 20.

The course design used teaching methodologies centered on transformative learning. To adjust for the COVID-19 pandemic, the course management team, led by Dr. James M. Minnich, designed the course as a five-day hybrid program of in-resident and virtual online

components. This course design used an active learning technique called “flipped learning” to allow Fellows to prepare for each of the plenary sessions by engaging in professors’ asynchronous video lectures that were pre-recorded and uploaded for Fellows on the Center’s ILIAS Learning Management System (LMS). After viewing the asynchronous content in self-study, Fellows engaged each other in an online discussion forum to prepare for daily in-resident plenary discussions with their professors. Professor-led discussions on each plenary topic were immediately followed by seminar classes where faculty facilitated small group discussions and applied learning activities with the Fellows.

Top Photos: 1 & 2) IPOC 20-1 Fellows continue their discussions in front of Maluhia Hall 3) Course Manager Dr. James Minnich listens to a presentation during a plenary discussion.

UPCOMING COURSES

Note: The exact dates for these courses are tentative due to COVID-19 restrictions. Please visit our Upcoming Events calendar for future updates at apcss.org/event

IPOC 21-2

Indo-Pacific Orientation Course
November 2021

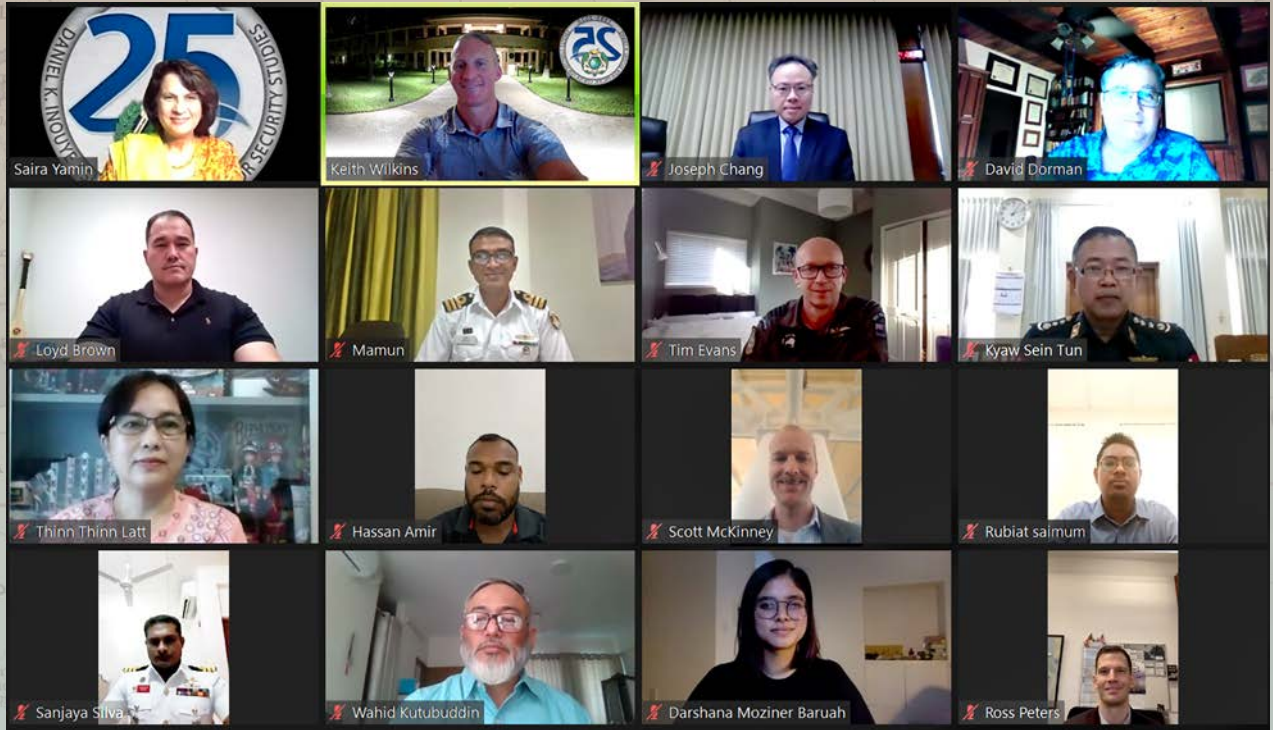
TSC

Transnational Security
Cooperation Course
December 2021

CSC

Comprehensive Security
Cooperation Course
February 2022

RUSSIA



INDIAN
OCEAN

AUSTRALIA

STRATEGIC COMPETITION

IN THE INDIAN OCEAN REGION WORKSHOP

by Lt. Cmdr. Mike Moyseowicz

The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) partnered with the Near East South Asia (NESA) Center to host a three-day virtual workshop on “Strategic Competition in the Indian Ocean Region,” from Dec. 7-9, 2020. DKI APCSS and NESA are two of the Dept. of Defense’s five Regional Centers, both sharing the Indian Ocean region in their areas of responsibility.

To prepare for the event, DKI APCSS and NESA conducted extensive outreach to South Asian organizations to gain regional perspectives and best tailor this workshop to the region’s desired focus areas. Overall, the workshop included 82 participants from 14 locations across the region.

With participants staged in multiple time zones for this virtual workshop, both Regional Center directors applauded the willingness of all involved to participate in this important event. DKI APCSS Director Pete Gumataotao highlighted the need for a stable and prosperous Indian Ocean Region in his opening remarks. NESA’s Director, retired Lt. Gen. Terry Wolff followed up by stressing the importance of adapting to operate in a complex strategic environment.

The workshop featured panels with extensive expertise across the region. The first panel focused on “Geopolitics and Strategic Competition.” Speakers included Dr. Alexander Vuving of DKI APCSS, Dr. Patrick Bratton of the U.S. Army War College, Commodore Kazi Emdadul Haq of the Bangladesh Institute of Maritime Research and Development (BIMRAD), and Dr. Gamini Keerawella of Sri Lanka’s Regional Centre for Strategic Studies (RCSS). Following the panel, the panelists engaged in a question and answer session with the participants, focusing on the challenges and different lenses from which to view strategic competition.

The second panel focused on “Regional Approaches and Basing,” with speakers Dr. David Dorman of DKI APCSS,

Dr. Premesha Saha of India’s Observer Research Foundation (ORF), Prof. Jeffrey Payne of NESA, and Ms. Nilanthi Samaranayake of the Center for Naval Analyses. The presentations and questions that followed highlighted the diverse perspectives and interests in this dynamic region.

Throughout the workshop, attendees participated in breakout groups to facilitate a more in-depth discussion. Breakout groups focused their dialogue on addressing the two workshop objectives:

- Define the diverse perspectives on strategic competition and its effects in the Indian Ocean region, and
- How Indian Ocean region states can cooperate in an environment of strategic competition and how the region, along with partners, allies, and the United States, should approach this strategic situation.

On the final day of the workshop, each breakout group shared their findings to the above prompts with all participants. The depth and diversity of each group’s responses appeared to leave a positive impression with participants. To close the workshop, Ms. Heidi Grant, the Director of the Defense Security Cooperation Agency (DSCA), joined Director Wolf and Director Gumataotao in closing remarks. Ms. Grant expressed how impressed she was with the participants’ breadth of knowledge, and their creative approaches to address the complex challenges facing the region.

According to Director Gumataotao, “The workshop was an exciting opportunity for us to bring in experts who truly care about stability and prosperity in the Indian Ocean Region. It was also another great opportunity for us to work with NESA, our sister center.”

DKI APCSS and NESA plan to hold additional workshops to address this topic.

ALUMNI ENGAGEMENT DURING THE COVID-19 PANDEMIC

by Alumni Chief John Gasner

Throughout the pandemic, we have faced challenges and limitations in physically interacting. At the Daniel K. Inouye Asia-Pacific Center for Security Studies, (DKI APCSS), we have expanded our presence in the virtual domain, offering webinars, podcasts, online workshops and social media engagement. Despite being busy with COVID-19 challenges, our alumni and alumni groups have responded well to this expanded level of virtual engagement. Many individual alumni took advantage of these online lectures, panel discussions, and presentations from subject matter experts to broaden their knowledge base, extend their personal and professional networks, and resolve relevant security issues or challenges.

Likewise, several alumni groups have capitalized on various workshops offered in the virtual domain. For example, the Philippines and Nepal alumni groups joined together to discuss the obstacles they face with the tremendous influx of returning overseas/migrant workers during the pandemic outbreak. In addition to voicing their challenges, the alumni also shared their best practices and compiled a list of next steps and recommended actions their nations and international organizations could take to improve the situation.

As part of our efforts to learn from this pandemic, we conducted several COVID-19-focused webinars and workshops, relying on our friends and partners in the region to provide their before-and-after perspectives to demonstrate resiliency in the face of adversity. Our New Zealand alumni group was especially helpful in this regard, volunteering several subject matter experts to serve on esteemed panels and offering best practices in terms of leadership actions and disaster response during crises. Additionally, we gleaned valuable lessons from alumni of locations like Taiwan

and Korea, where government policies and action plans contributed to their highly successful pandemic mitigation efforts.

Not to be dissuaded by the pandemic restrictions, our alumni group in the city of Shanghai joined together with U.S. Embassy representatives from Beijing to share and celebrate the common DKI APCSS experience that still binds them together. Among their topics of choice, they discussed opportunities, not only for future collaboration with DKI APCSS, but also for cooperation between the U.S. and China in areas of common interest. DKI APCSS Director Pete Gumataotao provided a special virtual video message to the Shanghai alumni, praising them for their initiative and thanking them for seeking meaningful ways in which they can contribute to regional cooperation and lasting peace and stability.

Whether it be individual alumni, a group of alumni from South Asia, Northeast Asia, Southeast Asia, Oceania, or from a region outside the Indo-Pacific, when alumni work together and cooperate towards common goals and values, all of us stand a better chance of achieving success in building capacity, contributing to peace and security, and advancing a free and open environment. As DKI APCSS prepares for the time when we eventually resume in-person, international courses, we look forward to continually engaging our alumni, friends, and partners in the virtual realm. In fact, we eagerly anticipate integrating virtual engagement elements with our in-person events to enhance the overall learning and leadership experience. Thank you for sharing the DKI APCSS goals and values. We appreciate your participation in our common journey towards a better, more peaceful, and prosperous world.



ORGANIZATIONAL INNOVATION AT DKI APCSS:

FELLOWS PROJECT PROGRAM DEVELOPMENT, IMPLEMENTATION AND IMPACT

by Dr. Miemie Winn Byrd

The Center's Fellows Project program has made much progress and gained a lot of momentum in recent years as many of the projects were successfully implemented by the Alumni. Many of these projects (both large and small) had regularly contributed to advancing the security cooperation and improving the local, national, and regional security environment. As a part of the Fellows Project requirement, DKI APCSS alumni had developed and implemented projects ranging from development of regional cooperative exercises, information sharing arrangements for countering terrorism, national security policy, improved capacity building efforts in maritime domain, increased cooperation for human trafficking, disaster management, and advancement of women in security sector.

HISTORY AND DEVELOPMENT OF THE FELLOWS PROJECT PROGRAM

The idea of Fellows Project was conceived when I was assigned to fill-in as the Course Coordinator for ASC 09-2 in the summer of 2009 due to a colleague's medical leave. It afforded an opportunity to add value to the existing flagship course at DKI APCSS. In cooperation with the Chief of Alumni Division, Mr. John Gasner, and support of

the Course Manager, Dr. Rouben Azizian, and the Deputy Dean, Mr. David Shanahan, we were able to introduce a new method of instruction grounded on the Project-Based Learning (PBL) Model to build confidence of Fellows and to empower them to immediately apply knowledge and skills they gained from our courses.

PROJECT-BASED LEARNING (PBL) APPLIED TO THE FELLOWS PROJECT

PBL is a participant-centered approach, an approach that goes beyond the "one size fits all" style of learning and brings in formats that appeal to a variety of learning styles and learning needs. Within this model, it is the role of the faculty member to help the participant build a scaffolding of knowledge, but then it is up to the participant to initiate a real and intentional application of the knowledge.

The PBL is commonly used in business education (different from liberal arts education) due to the high degree of knowledge and skill transferability between jobs in the real world. Since business schools are geared towards education of practitioners, the methods used by these schools are most relevant to DKI APCSS' participant profile. PBL goes beyond the case study method and practical exercises. It takes the Fellow's experience with a problem one step further

by placing the responsibility of solving the problem into the hands of the Fellows. The research found that PBL works best when participants are tackling open-ended, realistic, and complex, challenges that require theoretical knowledge, professional acumen, critical thinking skills, and personal experiences to succeed. The challenges faced by the Fellows are generally open-ended and complex, therefore the PBL in the form of Fellows Project was most useful, relevant, and customized for them.

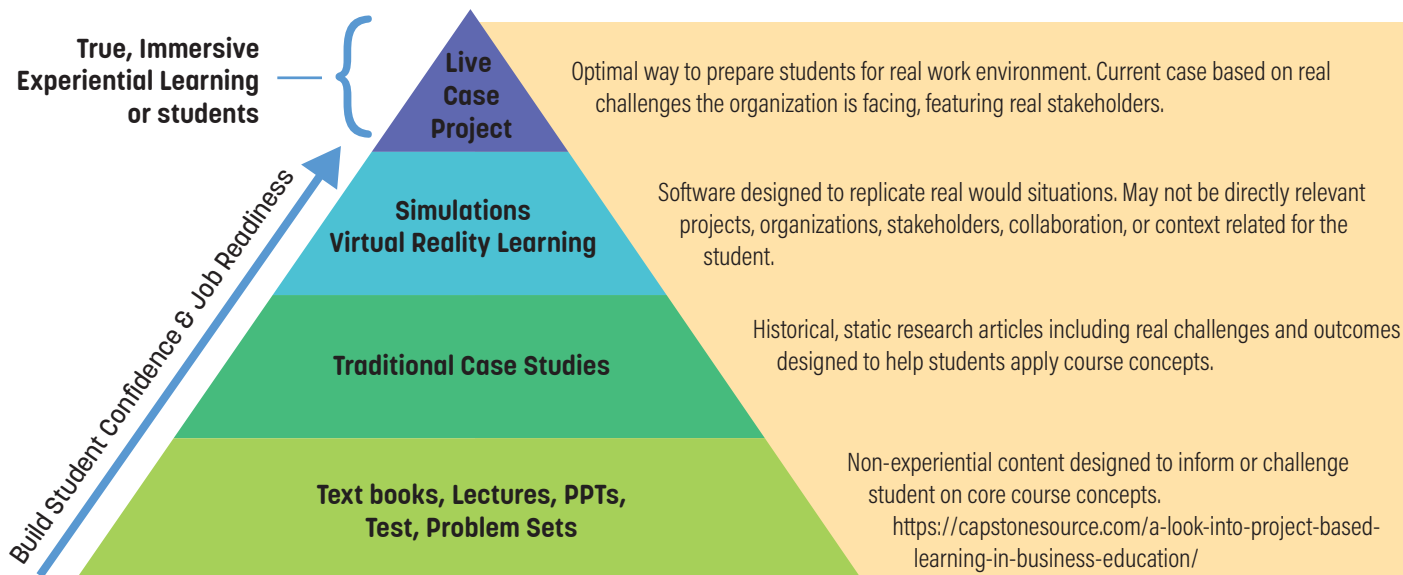
Assessment of Fellows' learning is achieved by balancing feedback from their supervisors and the implementation of the project plans they developed during their time at DKI APCSS.

THE IMPACT OF FELLOWS PROJECTS

With an onset of the COVID-19 crisis in 2020, some of the alumni were able to immediately make use of their projects. Ms. Sony Sisomvang, deputy director at Laos Ministry of Health, who attended the CCM 20-1, was able to immediately apply her Fellows Project implementation plan to improve the capacity of healthcare providers in Sanamxay District of Attapeu Province, in order to quickly address the COVID-19 crisis in Laos.

Continued on pg. 19

PROJECT-BASED LEARNING MODEL IN PRACTITIONER EDUCATION





A boarding team from the USCGC Sequoia approaches a fishing vessel in the Pacific Ocean. The crew undertook a fisheries patrol as part of joint efforts for Operation Rai Balang under the Forum Fisheries Agency. U.S. Coast Guard photo by USCGC Sequoia/Released

TACKLING THE ILLEGAL, UNREPORTED AND UNREGULATED FISHING PROBLEM IN THE PACIFIC

The Daniel K. Inouye Asia Pacific Center for Security Studies (DKI APCSS) conducted three virtual events on illegal, unreported and unregulated (IUU) fishing in fall 2020. These were based on feedback from alumni of partner nations impacted by IUU fishing, and their desire to discuss these issues. DKI APCSS faculty and U.S. Coast Guard Fellows organized on-line events to discuss the IUU fishing challenges posed by foreign fishing fleets in the Pacific Ocean. The objectives of the events were to build partnerships among government and non-governmental organizations, broaden security practitioners' perspectives, highlight information sharing synergies, and discuss ways of approaching this challenge together.

According to the Food and Agriculture Organization (FAO) of the United Nations' most recent report (35th Session) in February 2020, IUU fishing is a serious challenge in

Asia and the Pacific region that accounts for over 70 percent of the global marine fisheries catch. IUU fishing is defined as a collection of dishonest fishing practices, both on the high seas and in national jurisdiction areas. It is illegal because it is in contravention of existing laws and regulations. It is unreported or misreported, negatively impacting the monitoring of marine food ecosystems and reducing ocean resilience. It is also unregulated, and executed by vessels without nationality and or conducted in areas where the flag State is not a party to international agreements or in locations where fishery management measures do not exist.

In October 2020, the DKI APCSS collaborated with the Australia Pacific Security College and the Pew Charitable Trusts to delve into how the Pacific Islands Forum Fisheries Agency's (FFA) 17-member nations were responding to COVID-19 disruptions.

The webinar, the first of a three-part series, included a panel of distinguished leaders from the region:

- Dr. Manumatavai Tupou-Roosen, Director General of the Pacific Islands Forum Fisheries Agency
- Mr. Ludwig Kumoru, Chief Executive Officer of the Parties to the Nauru Agreement
- Mr. Glen Joseph, Director of the Marshall Islands Marine Resources Authority; and
- Ms. Mere Lakeba, Director of Fiji's Ministry of Fisheries

The speakers explained how maritime governance was affected by the pandemic (e.g., port and border closures, crew health monitoring, suspension of observers on purse-seiners, reduced transshipment, etc.). Participants observed that the areas where the pandemic had the greatest effect on maritime operations, ocean governance,

and or IUU fishing were with surface and air patrols. There was great interest in the increased use of technology for monitoring, control, and surveillance (MCS) to compensate for lack of human involvement because of the pandemic.

In the second event, hosted later in October 2020, the DKI APCSS brought together experts to examine IUU fishing in Northeast Asia. The theme of the webinar was “Illuminating Dark Fishing Fleets in North Korea.” Mr. Jaeyoon Park, a data scientist from the Global Fishing Watch, provided technical details of how data from various satellite technologies can be used to prove the presence of dark fishing vessels, which are difficult to track because they turn off their identification systems. Dr. Katherine Seto, from the University of California at Santa Cruz, added tremendous depth to the discussion by explaining the confluence of

geopolitical factors affecting the Northeast Asia region (China, North Korea, South Korea, Japan, and Russia).

The final event, hosted by DKI APCSS in November 2020, examined the distant water fishing fleet challenge in the Galapagos Islands. Dr. Evan Ellis, a professor at the Army War College, highlighted the geopolitical impacts of IUU fishing on Latin American nations’ sovereign waters. Ms. Meaghan Brosnan, the WILDAid Marine Program Director, provided operational insights on how her organization collaborates with the Galapagos National Park Service and the Ecuadorian Navy to strengthen marine surveillance and enforcement of the Galapagos Marine Reserve.

Based on the positive feedback from attendees, the DKI APCSS is expanding its maritime crime series by conducting interviews with experts such as Rear Adm. Robert

Hayes, U.S. Coast Guard, Joint Interagency Task Force West, to discuss counterdrug operations, Dr. Marika McAdam to discuss human trafficking, and Interpol to discuss international maritime enforcement efforts. Additionally, DKI APCSS faculty are expanding collaborations with regional experts, and are continuing virtual webinars on other aspects of maritime crime, including future technologies to help partner nations increase their security and tackle the IUU fishing problem.

Contributors:

- Lt. Cmdr. Keith Wilkins
- Dr. Inez Miyamoto
- Dr. Ethan Allen
- Prof. Wade Turvold
- Lt. Cmdr. Michael Moyseowicz

DKI APCSS-JUSMAG PHILIPPINES HOLD CYBERSECURITY WEBINAR

DKI APCSS and Joint U.S. Military Advisory Group (JUSMAG) Philippines jointly sponsored a cybersecurity webinar on Sept. 23, 2020 for the Armed Forces of the Philippines’ (AFP) major services, which includes their Navy, Army, and Air Force, led by AFP J6 Cyberspace Management Division Staff. The 2 ½-hour engagement featured four cyber/technology DKI APCSS faculty Drs. Virginia Bacay-Watson (academic lead), John Hemmings, Inez Miyamoto, and Bill

Wieninger, providing briefings on different aspects of cybersecurity. Col. Steven Ma (U.S. Senior Defense Official/Chief, JUSMAG-Philippines), Mr. Carleton Cramer (DKI APCSS Dean of the College), and Col. Manual Bundang (Philippine Marine Corps/Chief, AFP J6 Cyber Management Division), served as the leads for their respective institutions. Speaking at the opening of the event, they all stressed the growing importance of the cyber domain as a critical



strategic area. They also raised the point that the engagement is but one of the latest demonstrations of the enduring ties between the Philippines and the United States.

ORGANIZATIONAL INNOVATION AT DKI APCSS *Continued from pg. 17*

Dr. Novil Wijesekara, a physician and consultant at the Disaster Preparedness and Response Division, Ministry of Health in Sri Lanka, modified his CCM 20-1 project implementation plan to address the COVID-19 response in his country. His new plan resulted in hosting of a multilateral workshop in partnership with DKI APCSS to identify gaps in COVID-19 responses, to share best practices, and to develop recommendations to improve regional cooperation and resiliency. A total of 40 participants from six South Asian countries attended the workshop and the participants gained new knowledge to better address COVID-19 in their respective countries, and generated insightful recom-



Dr. Novil Wijesekara during his time at CCM 20-1 participating in group discussion.

mendations for enhancing international cooperation.

In spite of COVID-19 crisis, Mr. Mohd Faizal Bin Ab Hamid, senior principal assistant director, the prime minister's office, was able to successfully implement his project

plan to draft a comprehensive, inclusive, and sustainable national policy for post-disaster rehabilitation for Malaysia. This policy will guide Malaysia through its recovery process from COVID-19.

After ten years of the Fellows Project Program, we are proud to report that security practitioners who had attended our courses had implemented over 300 significant projects in their home countries. These projects have enhanced their organizations’ effectiveness and have contributed towards improving local, national, and regional security in the Indo-Pacific Region.

FACULTY ARTICLES PUBLISHED

Article links available at apcss.org

DR. SAM MULLINS



“Understanding Violence through Political, Ideological and Religious Focus”
– *Security and Defense Digital Magazine from Argentina, Webinar presentation*

“Great Power Competition Versus Counterterrorism: A False Dichotomy”
– *justsecurity.org, article*

In this article, Mullins states that in the “more than two years since the United States officially shifted strategic priorities away from terrorism to focus on great power competition, there is a continued sense of uncertainty as to what exactly this means for counterterrorism. In light of the enduring, and in some cases escalating, terrorist threats across the globe, it is important to get this right.”

“The Global Engagement Center: Countering Terrorist Propaganda and Disinformation - An Interview with Principal Deputy Coordinator Daniel Kimmage”

Dr. Mullins recently interviewed Daniel Kimmage, the principal deputy coordinator of the U.S. State Department’s Global Engagement Center (GEC), who describes the work of the GEC and its partners in countering terrorist propaganda and disinformation.

ASSOC. PROF. JOHN HEMMINGS



“Pacific Trident III: The Strengths and Weaknesses of the U.S. Alliance System Under Gray Zone Operations”
– *Sasakawa USA, Paper*

“Measuring Shinzo Abe’s Impact on the Indo-Pacific.” – *East West Center, Paper*

Hemmings explains that: “Suga – and, indeed, the next generation of future prime ministers – will continue Abe’s legacy in one form or another.”

DR. AL OEHLERS



“Who will welcome Bougainville?” – *Islands Business News*

The article discusses the newly independent Bougainville, its recent elections and the regional reaction

– or lack thereof. According to Oehlers, “Most certainly, there are sensitivities to be navigated. And some of these are purely “internal” among Pacific neighbors, such as the Solomon Islands and recent secession issues around Malaita. It will be interesting to watch how bilateral relations between Pacific nations, PNG and an emerging Bougainville evolve in the future, and how any such sensitivities will be accounted for.”

PROF. SHYAM TEKWANI



“Is COVID-19 Transforming Journalism?”
– *The Nepal Institute for International Cooperation and Engagement, Interview*

“Pakistan’s ‘three evils,’ CPEC and good governance” – *East Asia Forum, OpEd*

According to Tekwani, “Setbacks to the China–Pakistan Economic Corridor (CPEC) continue to mount, having spluttered along since its announcement as a showpiece of China’s Belt and Road Initiative (BRI) in April 2015. CPEC may be further impeded by the recent alliance between Baloch and Sindhi separatist groups against Chinese interests, escalating security threats from the so-called ‘three evils’ in Pakistan — terrorism, religious extremism, and ethnic separatism. Pakistan must rein in the ‘three evils’ through good governance if CPEC is to ever take hold.”

“Pakistan can help win peace in Afghanistan, but only once it’s stable and secure itself.” –

South China Morning Post, OpEd

Tekwani discusses Pakistan’s roadmap to peace in Afghanistan, its own internal challenges, and the opportunity to build an inclusive and stable society, which is a prerequisite for lasting peace in the region.



DKI APCSS PODCASTS

DR. DEON CANYON



“Why Militaries Should Play Games With Each Other”

– *Civil Beat, OpEd.*

by DKI APCSS
former visiting
scholar Jonathan
Chan and Dr. Deon
Canyon

The opinion piece states that: “International exercises are designed to test the implementation of common operating platforms, build common understandings, and share knowledge between militaries.”

DR. MIEMIE WINN BYRD



*The Voice of
America* Burmese
Service interviewed
Dr. Miemie Winn
Byrd about her
thoughts on the
100th Anniversary
of the Voting Rights

Act for American women this month. Speaking in Burmese, she discussed the advancement of women in all sectors of American society today and continuous efforts to achieve total equality and inclusivity in America.

DR. JAMES MINNICH



“Denuclearization through Peace: A Policy Approach to Change North Korea from Foe to Friend” –

Military Review.

U.S. Army Training Publication (ATP) 7-100.2 North Korean Tactics. Dr. Minnich's contributions to this publication include select concepts in chapters 1, 6, and 7 by permission from Dr. Minnich, *The North Korean People's Army: Origins and Current Tactics* (Annapolis, MD: Naval Institute Press, 2005).

WOMEN, PEACE, AND SECURITY: CONVERSATIONS WITH THOUGHT LEADERS

Dr. Saira Yamin conducts a keynote interview with Ambassador Anwarul K. Chowdhury, initiator of the precursor decision leading to UN Security Council Resolution 1325, as the Security Council President in March 2000.

Prof. Al Shimkus and Dr. Saira Yamin speak to Dr. Dave Smith, Professor at the Naval War College and author of “Athena Rising: Why and How Men Should Mentor Women,” and a forthcoming book titled “How Men can be Better Allies for Women in the Workplace” about his research, particularly as it relates to the role of women in peace and security. Adding to the wealth of perspectives in this dialogue are Ms. Sharon Feist, Ms. Monica Herrera and Dr. Dee Sawyers, Gender Advisors and Analysts at the U.S. Indo-Pacific Command.

DKI APCSS TRANSNATIONAL CRIME COMMUNITY OF INTEREST AND PODCAST SERIES

Dr. Beth Kunce speaks with Joint Interagency Task Force-West's (JIATF-W) Rear Adm. Robert Hayes about Transnational Crime.

SOUTH ASIA DIALOGUES: U.S. PAKISTAN RELATIONS

Dr. Saira Yamin talks to Air Chief Marshal (Ret.) Kaleem Saadat, former chief of air staff of Pakistan Air Force, and President, Centre for Aerospace and Security Studies in Islamabad. Air Chief Marshal Saadat is a distinguished DKI APCSS alumnus (SE02-2).

SECURITY IN THE 21ST CENTURY

by Dr. Suzanne Loftus from the George C. Marshall European Center for Security Studies.

In the latest episode, she interviewed Dr. Saira Yamin about some issues involving women's rights, human rights and some of her work in this area. DKI APCSS is looking forward to Dr. Loftus' series in the weeks and months to come.

apcss.org/youtube



DKI APCSS SECURITY NEXUS

A FREE, OPEN ACCESS, INTERNATIONAL, PEER-REVIEWED, ONLINE PUBLICATION FOR DKI APCSS FACULTY AND ALUMNI. VIEW THE LATEST SECURITY NEXUS PUBLICATIONS AT [APCSS.ORG/NEXUS](https://apcss.org/nexus).

"Assessing the Impact of the COVID-19 Pandemic on Terrorism and Counter-Terrorism: Practitioner Insights,"
by Dr. Sam Mullins. This paper identifies the obstacles faced by terrorists as a result of the COVID-19 pandemic, and includes results from a survey sent out to Comprehensive Security Responses to Terrorism (CSRT) alumni in July 2020.

"An International Biodefense Shield Alliance against Pathogens from China"

by Dr. Deon Canyon, Dr. Sebastian Kevany, Michael S. Baker, M.D., and Jacob Baker. This paper illustrates the need for the U.S. and regional partners to create a defensive, health-security front line for disease surveillance and control.

"Before it's Too Late: U.S. Maritime Grand Strategy in the Indian Ocean and the Arctic Ocean"

by Prof. Wade Turvold, Capt. Kimberly McCann and Capt. James McMullin

This paper examines the actions of the Chinese Communist Party (CCP) in the South China Sea as a means to predict their intent in the Indian and Arctic Oceans.

"China's Global Security Aspirations with Afghanistan and the Taliban"

by Dr. Deon Canyon and Dr. Srinivas Sitarman. This paper details possible motives of the Chinese Communist Party (CCP) in forming new partnerships with Afghanistan through a historic lens, amidst the effects of COVID-19 and the U.S. withdrawal.

"What States Say They Can Do and COVID-19 Status at Six Months"

by N.W.A.N.Y. Wijesekara, H.D.B. Herath, K.A.L.C. Kodituwakku, H.V. Pathirana. This paper reports finding a significant positive correlation globally between countries' SPAR scores that indicate their capacities to deal effectively with public health risks and events and their COVID-related morbidity and mortality.

"Security Implications of Mass Returning Migrant Workers Due to COVID-19 Crisis"

by Dr. Miemie Winn Byrd. This paper details the challenges migrant workers face and the resulting security issues brought on by COVID-19.

"Strategic Competition: Why Pakistan Matters,"

by Dr. Saira Yamin. This paper emphasizes the importance of the U.S. maintaining a strong relationship with Pakistan as strategic competition with China intensifies.

"The Intersection of Global Health, Military Medical intelligence, and National Security in the Management of Transboundary Hazards and Outbreaks,"

by Dr. Deon Canyon, retired Rear Adm. Michael S. Baker, M.D., Dr. Sebastian Kevany, and Jacob Baker. This paper identifies the many forms of evolving surveillance techniques that could be used for prevention and early warning of global pandemic outbreaks, and the resistance to such monitoring.

"Maritime Domain Awareness and Maritime Fusion Centers"

by Dr. Deon Canyon and Capt. Jim McMullin. This article emphasizes the importance of maritime domain awareness and the coordinating efforts of maritime fusion centers to support those efforts.

"Ideological Necrophilia"

by Yovani E. Chavez, (DKI APCSS alumnus, Comprehensive Security Responses to Terrorism course 14-1). This paper cites how the refusal of new ideas, evolution or change may be considered a form of "ideological" necrophilia, an atypical fixation for dead ideas, and includes several examples.

"Achieving Effective Herd Protection with SARS-CoV-2: A Strategy to Prevent Public Health and Economic Collapse"

by Dr. Noel Lee J. Miranda (DKI APCSS alumnus, Biosecurity in South East Asia workshop). This article discusses strategies to harness the collective utility of proven tools and approaches in achieving effective herd protection with SARS-CoV-2.

"Tarrant's Last Laugh? The Spectre of White Supremacist Penetration of Western Security Forces"

by Kumar Ramakrishna (DKI APCSS alumnus, Comprehensive Security Responses to Terrorism course 09-2). This paper highlights the reality of White supremacist extremism with citations and points to "Western militaries" as organizations already infiltrated with this ideology.



"Strategic Competition, National Security and the Need for 'Competitive Intelligence'"

by Dr. Deon Canyon. This article illustrates how competitive intelligence lies at the center of any strategy to maintain political, economic and security posture in the Indo-Pacific region.

"Perceptions of U.S. Posture in Papua New Guinea"

by Dr. Deon Canyon and Michael Kabuni. This article compares the effects of U.S. posture on the relationship with Papua New Guinea to that of the People's Republic of China, along with other influences.

"Religion in a Values-Based Approach to Strategic Competition"

by Dr. Alfred Oehlers. This article asks the question, "Can we bring religious faiths and beliefs to bear in our strategic competition with our competitors?"

"Why We Believe: Disinformation, Misinformation, and Neuroscience"

by Dr. Ethan Allen. This article states how disinformation, particularly in social media, may have devastating effects during crisis such as the COVID-19 pandemic.

"Is the U.S. Relationship with Australia Detrimental to Strategic Aspirations with Papua New Guinea?"

by Dr. Deon Canyon and Michael Kabuni. This article discusses the pitfalls of the U.S. – Australia relationship, and how they relate to Papua New Guinea.

"Partnerships and Soft Power in Space"

by Dr. Al Oehlers. This article emphasizes the importance in examining the role of allies and international partners in the newly-formed U.S. Space Force and Space Command's evolving mission.

"Planning for Military Involvement in an Indo-Pacific Pandemic Vaccination Program"

by Dr. Sebastian Kevany, Dr. Deon Canyon, Robert Ostergard, Michael Baker, Sheena Eagan and Jacob Baker. This article addresses the pros, cons and planning of military involvement in an Indo-Pacific Pandemic Vaccination Program.

"Media and the Security Practitioner"

by Shyam Tekwani. This article makes recommendations for the security practitioner and news consumer to overcome the hazards of diminishing trust in mainstream media and the resulting widespread outrage against journalism.

"The Evolving Significance of Afghanistan in China's Strategic Calculus: From an Insignificant 'Backyard' to a Consequential Geostrategic Hub"

by Dr. Atal Ahmadzai (ORA 13-02).

This article addresses how Afghanistan may shift its strategic outlook to meet the shift in Beijing's behavior, which is part of a broader strategy to expand and consolidate its influence in Central, South and Western Asia.

"Considering Technical Information Protection through an Evaluation of ASAT Technology in Japan"

by Mr. Junichi Nishiyama and Dr. Al Oehlers. This article details the significance of Japanese advances in space, while emphasizing the need for protecting these technologies against espionage and theft.



01. U.S. Pacific Air Forces Civilian Advisory Council visits virtually Nov. 20.
02. Ms. Heidi Grant, Director of the Defense Security Cooperation Agency and DKI APCSS (TSC15-2) alumnus, for the ASEAN Defence Ministers' Meeting Plus (ADMM+) as well as our Strategic Competition in the Indian Ocean Region workshop.
03. Mrs. Leah Esper, spouse of then Secretary of Defense Dr. Mark T. Esper, and Mrs. Tracy Davidson, spouse of Adm. Phil Davidson, Commander, U.S. Indo-PacificCommand, visited the Center Sept. 1.
04. Mr. Yutaka Aoki, Consul General Japan, visits with Center leadership virtually Oct. 29.

Distinguished VISITORS

DKI APCSS welcomes official visits as an important and valuable learning opportunity. In keeping with our 'shared learning' model, we offer an opportunity for visitors to learn about our mission and we appreciate the opportunity to learn from our visitors about their organizations and their insights on Indo-Pacific security.



01. **Mr. Kevin Burnett,**
New Zealand Consul General,
Honolulu
02. **Mr. Adam Frost,**
Director, Office of Commercial &
Economic Analysis
03. **Mr. Choon-goo Kim,**
Republic of Korea, Consul
General, Honolulu
04. **Lt. Col. Kristina
Richardson,**
Command Initiatives Group
(CIG), Office of the Commanding
General, U.S. Army Pacific
05. **Vice Adm. Linda Fagan,**
Commander, Pacific Area, U.S.
Coast Guard
06. **Lt. Gen. Kim, Sung-il,**
President, Korea National
Defense University
07. **Rear Adm.
Matthew Sibley,**
Commander, 14th District, U.S.
Coast Guard
08. **Rear Adm. Peter Gautier,**
Deputy Commander,
Pacific Area, U.S. Coast Guard
09. **Rear Adm. Brian Penoyer,**
Commander, 11th District, U.S.
Coast Guard
10. **Mr. Seung-Buhm Lee,**
Republic of Korea, Counselor,
Consulate Office of the Republic
of Korea
11. **Commodore Kazi
Emdadul Haq, (ret),**
Director General, Bangladesh
Institute of Maritime Research
and Development (BIMRAD),
Bangladesh
12. **Mr. Robert Helfant,**
Principal Director, Building
Partner Capacity, Defense
Security Cooperation Agency
13. **Col. Scott Burnside,**
Director, Pacific Integrated Air
and Missile Defense Center
14. **Amb. Jennifer Galt,**
Foreign Policy Advisor, U.S.
Indo-Pacific Command
15. **Dr. Samir Saran,**
Observer Research Foundation
(ORF), India
16. **Commodore
Ziauddin Alamgir,**
Dean, Bangladesh Sheikh Majibur
Rahman Maritime University
(BSMRMU)
17. **Gen. Paul J. LaCamera,**
Commanding General, U.S. Army
Pacific
18. **Maj. Gen. M.P. Peiris,**
Vice Chancellor, Kotelawala
Defense University (KDU) Sri
Lanka
19. **Brig. Gen. Joshua Rudd,**
Commander, U.S. Special
Operations Command, Pacific
20. **Rear Adm. Pamela Miller,**
USINDOPACOM Surgeon General &
Rear Adm. Louis Tripoli (outgoing)
21. **Col. Kirk Gibbs,** Commander,
Pacific Ocean Division, U.S. Army
Corps of Engineers
22. **Amb. Jane Hardy,**
Consul General Australia and
Deputy Consul General Alex Grant
23. **Mr. James Ballas,**
Acting Deputy Assistant
Secretary of Defense for Security
Cooperation
24. **Prof. Gamini Keerawella,**
Regional Centre for Strategic
Studies (RCSS), Sri Lanka
25. **Ms. Teddi Anderson,**
Chair, Air Force Civilian
Advisory Council (AFCAC)
26. **Ms. Emily Fleckner,**
Charge d' Affaires, Brunei and
Cmdr. Randall Jones, AP16-3
27. **Brig. Gen. Alan Litster,**
UK, U.S. Indo-Pacific Command
28. **Yutaka Aoki,**
Consul General Japan
29. **Mr. Alexander Grant,**
Deputy Consul General,
Embassy of Australia, Honolulu
30. **Lt. Gen. (Ret.)
Thomas Conant,**
U.S. Marine Corps
31. **Maj. Gen.
Suzanne Vares-Lum,**
Mobilization Assistant
to the Commander,
U.S. Indo-Pacific Command

HAILS AND FAREWELLS



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ARRIVALS

- Lt. Col. Nicholas Sikes - College
- Maj. Tin Nguyen - College
- Lt. Col. Lisa Mann - College
- Lt. Col. Sila Pang - College, Photo 5
- Lt. Cmdr. Keith Wilkins - College, photo 6
- LS3 Dajah White - Resource Management
- Maj. Nathan Hofferma- College
- Henry Rector - College, Photo 3
- Dr. Timothy Buehrer - College, Photo 4
- Maj. Jeremiah Ellis - Admissions
- Jennifer Hayslett - Travel
- Micah Andres - Information Services
- Alexandria Griggs - Executive Operations Group
- Magaly Light - College Ops
- Joseph Haslem - Human Resources

DEPARTURES

- Lt. Col. Timothy Rawson - College, Photo 8
- Tech Sgt. Alicia Clark - Travel
- Dorothy Kaneshiro - College Ops, Photo 9
- Benjamin Purvis - Executive Operations Group
- Joseph Rini - Public Affairs, Photo 2
- Elina Noor - College
- Mark Brandle - Information Services
- Sgt. Milton Tuairau - Administrative Management Office, Photo 7
- Ebony Johnson-Beckford - Human Resources
- Capt. James McMullin - College
- Timothy Raker - Strategy and Assessments
- Debra Fikac - Information Services, Photo 1

VISITING FELLOWS, SCHOLARS & INTERNS

Arrivals

- Lt. Col. Nicholas Sikes - Army Fellow
- Lt. Col. Lisa Mann - Army Fellow
- Lt. Cmdr. Keith Wilkins - Coast Guard Fellow
- Maj. Nathan Hofferma - Air Force Fellow
- Lt. Col. Shannon Vinson - Visiting Scholar
- Darin Nieuswa - Intern

Departures

- Maj. Quincy Boles - Air Force Fellow
- Lt. Col. Jason Clarke - Army Fellow

WHERE ARE THEY NOW?

TOM PETERMAN



1. WHAT YEARS WERE YOU AT THE CENTER AND IN WHAT ROLE(S)? I worked at the Center from January 1997 to January 2017 as one of the professors there. I was also asked to come back to help out during 2019, so I guess I was at the center for about 21 years. During those 20+ years, I was involved in too-numerous-to-mention lectures, electives, seminars and courses, as well as many conferences and outreach events. During my last few years there, I mainly focused on the Comprehensive Crisis Management and Counterterrorism courses.

2. FAVORITE MEMORIES AT DKI APCSS? Being at APCSS was the highlight of my

working life. There were three things that made it a joy to come to work every day. One was the people involved at the Center. Not only have they been a first-class team over the years, they got along extremely well, supported each other, and were a delight to work with. The second group of folks that made it a joy to come to work were the Fellows. Where else could you meet people from around the world, learn from them, and get paid to do so. Simply amazing. The third thing that made the work so enjoyable was the mission. One really felt that one was contributing to a higher calling. What could be better than trying to develop understanding between peoples of the world, hopefully lower the chances of conflict, and feel like you are fulfilling a worthy purpose in life?

3. WHERE ARE YOU NOW? After retirement, we have remained in Hawaii. I have been able to teach a little at the Marshall Center in Garmisch, Germany. However,

with the various COVID restrictions both here and abroad for the past year, I have mostly been stuck at home studying languages. Hopefully, when the world gets a handle on the disease, my passion for travel will be allowed to flourish and I will be able to travel extensively before I “shuffle off this mortal coil.”

4. ANY LAST THOUGHTS? My last thoughts are with the Center and who have been involved with the organization, whether the team at DKI APCSS or the participants. Keep up the great work you have been doing over the years. For many, it will be one of the best, if not the best, experience you will have in your lifetime. Continue to work hard, take time to stay close to the ones you love, and do something each day to make this world a better place. Let's hope COVID will soon be a thing of the past so you can begin to have in-residence courses again and continue your great work.

ALEX BORTADO



1. WHAT YEARS WERE YOU AT THE CENTER AND IN WHAT ROLE(S)? From Aug 2017 – Jun 2020, I held two positions. First, as a military professor specializing in Cybersecurity, Southeast Asia, and Philippine Foreign Policy, where I facilitated seminars in CCM, ASC and APOC, provided electives on cybersecurity, course coordinator for multiple courses, including the inaugural CMSC. Second, as Deputy Chief of Alumni Division, where I facilitated enduring and virtual engagements with the alumni.

2. FAVORITE MEMORIES AT DKI APCSS? There are so many...but one that stands out is the Taste of Asia-Pacific event. I always brought my Ohana to the event where they got to see a part of what I did at the Center. More importantly, during the event, it was refreshing to see the Fellows show a bit more of their personalities after weeks of academic work. You truly don't know a person until you've seen them dance the Macarena, Electric Slide, and Gangnam Style (with DJ Tom P).

3. WHERE ARE YOU NOW? I am currently assigned as the Deputy Chief of Current Operations Division (J33), United States Forces Korea (USFK) at Camp Humphreys, South Korea.

4. ANY PERSONAL LIFE DETAILS YOU'D LIKE TO SHARE WITH OUR READERS? My oldest daughter finally completed her internship, which was delayed due to

COVID, and is now officially a certified Music Therapist working for a major U.S. healthcare company.

5. HAS YOUR DKI APCSS EXPERIENCE ENABLED OR CONTRIBUTED TO YOUR CURRENT POSITION? My experience at the Center was truly unique and indispensable. As an INDOPACOM FAO, being a faculty member at DKI APCSS enabled me to understand many aspects of international affairs within the Indo-Pacific region through direct access to the Fellows and alumni. Learning about diverse security issues from the highest to the grassroots levels of many countries was a very valuable benefit that only a few institutions could offer. The experience I gained from my time at the Center gave me an informed perspective as I carry out my current duties at USFK, helping achieve its mission and objective to strengthen the US-ROK security alliance.

MIKE BUCHER, A CATALYST FOR CHANGE

FACULTY



When Mike Bucher first walked through the doors of DKI APCSS to fill a military professor billet in January 2020, he probably expected to execute those duties as a researcher, facilitator, and seminar leader.

Only a few months later, the lockdowns from the pandemic dealt a devastating blow to the College, which has always relied heavily on in-person courses and

workshops. Most would probably agree, at that time, the Center was a finely-tuned machine, yielding successful outcomes in all programs.

Leadership, faculty and staff quickly realized that online learning and collaboration was the answer, and the Visual Information department (*see Department Spotlight*) sprang into action and

self-trained on the use of popular online tools. However, a learning management system (LMS) was also needed for a classroom-style learning environment. Like most organizations, the “way forward” was unclear to staff and faculty.

So, the question was asked, “How do we continue to provide a learning environment with little or no in-person contact?”

Air Force Lt. Col. Mike Bucher helped to answer that question.

The Center had experimented with an existing LMS that was included in the Fellows collaboration portal APCSSLink (www.apcsslink.org). Center personnel had achieved some success with this LMS, but the instructions were written in German and the learning curve, by all accounts, was pretty steep.

Continued on the next page.

VISUAL INFORMATION BRANCH

DEPARTMENT



If a visitor or Fellow makes the wrong turn in Wing B, they could end up in one of the busiest and most productive spaces at DKI APCSS, the Visual Information branch.

In many, if not all organizations, one can usually find the most overworked

and underappreciated departments by the quantity and quality of treats in their space left by their apologetic colleagues. Cookies, candy, manapua, doughnuts, and sometimes entire meals, you name it, the Visual Information (VI) branch always has a nice spread of these goodies on their

finishing table, and visitors are always welcome to indulge.

That table is empty now, just like many other things that changed when the pandemic began. Nevertheless, that didn't stop or even slow the stream of work requests and requirements from the Center. The requests actually increased as a result of a faculty and Alumni department requirement to stay connected with regional partners and alumni, along with the need to conduct in-house events. The complexity of those new requirements was compounded by lockdown restrictions, which called for maximum telework and careful scheduling. Also, several events still had to be conducted in-house.

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Also, the Center's in-house learning model had been so effective, this LMS, called ILIAS, hadn't been developed into a useful tool due to a never-ending, fast-paced schedule. So Bucher dove in headfirst and began to make things happen.

As lieutenant colonel in the U.S. Air Force, a foreign area officer, a mathematical analyst, and now a military professor in the DKI APCSS College of Security Studies, Bucher saw an opportunity to deploy those skills but naturally met some resistance. Bright, amiable, approachable, yet intensely focused on getting the job done the right way, he leaped over institutional challenges and focused on paths of least resistance.

Like most personal success stories, his background played a significant part in leveraging his skills effectively. As the son of an Air Force servicemember, he spent many years of his youth in Germany. He also graduated from Frankfurt American High School in 1984. His knowledge of the German language would later prove invaluable in learning to optimize the capabilities of the ILIAS.

"Right person, right time, I guess," Bucher suggested of his new and unexpected role. "I guess I was one of the few people that actually had the skill set already to do a lot of that stuff. From my undergraduate time on, I've always done a lot of computer work. I've done computer programming, web design and have built websites.

"I have a vision about how things should be, and I always have to think, not everyone has that same vision, not everyone sees it the same way," he confided. "I'm an organizer of thoughts, content, and spaces so I'm always 'seeing' how things could or should be to make it easier to understand and use."

Bucher began by familiarizing himself with the learning management system in great detail and quickly mastered it, at least to the point that it would prove to be useful in executing courses.

"I really like it. It has a ton of capability," remarked Bucher. "It's pretty versatile. It has great potential to expand that capability."

The Center's APCSSLink portal manager Daniel Lambert agreed.

"I think it is his appreciation of the ILIAS tool, and how to adapt to its development needs (as well as an understanding of the German language) allowed DKI APCSS to start creating High-flex courses that are intuitive for the participants," explained Lambert, who worked closely with Bucher. "He is also vigilant in searching for auxiliary tools that will create more worth in the system."

That was only the beginning of Bucher's contributions. After building out a LMS for the Center, he was just starting to realize the potential of his skillset. When the Center conducted its first-ever Virtual Info-Pacific Orientation (VIPO) hybrid course, Bucher worked with the Visual Information (VI) and College teams in ensuring ILIAS was effectively deployed and the logistics and platforms were in place to support the live events. He also worked closely with faculty to help facilitate VIPO once the live sessions began by filling in any gaps missing in this all-new learning environment. Live events were conducted virtually, with faculty broadcasting from Maluhia Hall, and with Bucher orchestrating the event and operating as the moderator. Such virtual engagements require extensive planning and rehearsal, with timing being the key, as appreciated by anyone who witnessed the many mistakes on network news during the pandemic. Thanks to Bucher, this wasn't the case with VIPO and the following hybrid events, including a hybrid Indo-Pacific Orientation Course (IPOC). From an execution standpoint, he managed the sources of course content, such as presentation slides, speakers and the live camera feeds provided by VI.

"So it's making sure that in that experience, everybody who's watching is seeing what is relevant as much as possible," he explained. "That's the first piece, and the second piece is I'm monitoring the chat from participants, because invariably somebody's like, 'this isn't working,' or 'I can't see them,' and so we're troubleshooting as we go, along with the ISD team. It's a dance of managing sources, information and troubleshooting – all these different things - to help orchestrate that event."

Bucher's true strength was revealed with his ability to get all teams to work cohesively and face the many challenges presented by the physical COVID-19 restrictions exposed during the hybrid courses. He also collaborated with the VI team to ensure they had the appropriate equipment and software available.

To say he led by example would be considered by many Center personnel an understatement, which goes back to how it all began.

Bucher entered the Air Force as an enlisted man and worked as a crew chief on various aircraft from 1984 to 1990, then was commissioned in 1995 as an aircraft maintenance officer. He then applied to teach at the U.S. Air Force Academy and earned a master's degree in mathematics before moving to his teaching

assignment. Bucher's quest for knowledge didn't end there. He later applied to become a foreign area officer (FAO), so he's now what the Air Force calls "dual-tracked," meaning, he could fill either designated billet.

"I was working as the Deputy for International Affairs at PACAF (Pacific Air Forces) as a FAO and my assignment was concluding in that field," Bucher explained. "so I was looking to transition back to a math analyst type assignment when our FAO career field manager contacted me to see if I would be interested in a follow-on FAO assignment at DKI APCSS. It worked out timing wise for me and the Center, because I wouldn't have to move and the Air Force wouldn't incur additional costs! Win-win!"

When Bucher isn't leading or working events at the Center, he likes to travel, garden, and work on home improvement projects.

"My wife and I just finished a remodel of our guest room, with a new wall unit that includes a murphy bed and storage," he shared. Add bicycling, reading, cooking and eating good food to the formula and you have a recipe for Bucher's happiness.

"Health, peace of mind and contentment with where I am and what I am doing," are things most important to Bucher.

Leadership may be defined in many different ways and is reflected uniquely by each individual. Fundamentally, expertise, combined with a willingness to lead by example, trusting and respecting his colleagues, has yielded undeniable positive outcomes for Bucher and the Center. His current focus is helping to improve the Center's ability to reach a wider audience through a more diverse and flexible learning model.

Like most organizations, the Center will view the COVID-19 pandemic largely as a dark period in its history. Though Bucher is the Spotlight Employee for the Center in this issue, he's taken that spotlight and illuminated a path forward for all Center personnel with his actions and "can and will do" attitude.

"A special shout-out to Lt. Col. Mike Bucher who taught himself how to use the Globalnet ILIAS Learning Management System (LMS), then built content with superb results in the Virtual Indo-Pacific Orientation and again in IPOC," praised DKI APCSS Director Pete Gumataotao in an email to his staff. "His acumen with that LMS and in spearheading the procurement of Mentimeter survey software greatly enhanced our engagement and established foundational Center capabilities for future engagements."



VI Graphic Artists Nelson Gaspar and Deb Castro inspect signage in Wing A, pre-pandemic.

VI Video Teleconference Engineer John Maclean (left) and VI Branch Chief Dean Fujimoto prepare for an event on the Center lanai, pre-pandemic.

VI SPOTLIGHT *Continued from page 28*

Therefore, DKI APCSS Director Pete Gumataotao designated VI personnel as essential, meaning they would be among the only people allowed to work at the Center during the pandemic.

Predictably, that never stopped or curtailed the cheerfulness and positive attitudes of this department. As soon as it became obvious that telework would be necessary, VI sprang into action to determine how best to continue support of the DKI APCSS mission.

When Center faculty and the Alumni Division began testing online tools for collaboration, they quickly realized help was needed in deploying those tools to conduct virtual meetings, special events and eventually, hybrid (virtual and in-person) courses. It was no surprise to anyone that VI got the tasking, with the assistance of Lt. Col. Mike Bucher, this issue's Spotlight employee.

VI's Video Teleconference Manager John Maclean and Video Engineer Paul Goto now set up nearly all virtual meetings for faculty, providing production and technical know-how, resulting in high-caliber, professional events. Their graphic artists Deb Castro and Nelson Gaspar, also create visual products that add the extra touch. When participants or Fellows are physically present at the Center, Seminar Room Technician Scott Shiira makes sure their equipment and workstations are working properly.

"They have a huge level of expertise in using the visual arts, which has really been important," praised Bucher. "They've bent over backwards in taking how we normally do business, and transitioning that into the virtual environment about camera usage, setting up spaces as much as possible to professionalize our content, and just figuring out how to use Teams and Zoom, and all the different aspects of those platforms. That team has been really super-accommodating and really helped us out. Just using their expertise and their great can-do attitude to come up with what we have, is the best way to execute our events. I like working with the whole team there."

The VI branch, is part of the Information Services Department (ISD) and is comprised of graphic artists, video engineers, a video teleconference manager and seminar room technicians, and is led by Branch Chief Dean Fujimoto, an experienced professional who supports his team while satisfying the demands of the Center mission. All are contractors, which adds to the difficulty due to restrictions associated with government contracting.

Information Services Department (ISD) Chief Jake Ross said it best. "The VI Branch 'Zoomed' into action. The professionals in VI paired their video production experience to rapidly identify several courses of action to continue to Educate, Empower, and Connect. One solution that was quickly adopted was Zoom for Government. VI also developed best practices to deliver a consistent experience with Microsoft Teams.

"The numbers don't do justice to describe the contributions of the Visual Information Branch, but if you're keeping count, they have supported well over 100 virtual and hybrid events at the Center and delivered countless audiovisual products (during the pandemic)," Ross continued. "Their most visible contributions supported virtual events like the widely viewed DKI APCSS Speaker Series and 25th Anniversary Commemoration featuring the Secretary of Defense Dr. Mark T. Esper. The VI Branch was a critical component of the Center's effort to resume in-person courses during the Indo-Pacific Orientation Course. The Center welcomed Fellows back to Maluhia Hall and connected those who could not attend in-person, virtually, to create a shared experience via voice, video, and chat.

"VI always executes with a bias toward action. They don't wait to see how things play out; they make things happen," Ross concluded.

Fujimoto, a man of few words but lots of action, agreed.

"All events have their unique challenges," he said. "It would be difficult to say some were more difficult than others. Of course

the high profile events like the SECDEF visit get more attention, but all events are treated with the same detail and effort."

The VI branch also has to navigate through an ocean of "good ideas" and last-minute requests.

"I would say that our challenges are with time," Fujimoto explained. "To bring an idea into reality requires time for detailed planning and the talents of our staff to complete. Granted, there are situations when we need to react quickly and that is why I appreciate the willingness of our staff to do more than what is normally expected.

"Our department touches ALL aspects of DKI APCSS, from making business cards to technical support for live events. Fortunately we have a branch leader (Jake Ross) who supports us by letting us be responsible for our work and provide the tools needed to complete our assigned tasks."

"Being at DKI APCSS means the world to us," Fujimoto elaborated. "Our department is made up of people who are very passionate about our work. When given a task, we do our best with the available resources. The Visual Information staff is a 'family.' We help, criticize and care for each other in and away from the office."

Though VI's office spaces are hidden away in the back of Wing B, their presence and contributions are seen by many in Center publications, newsletters, the public website, social media and on the walls and displays at the Center. Their efforts, combined with Lt. Col. Bucher's exceptional expertise, were critical in executing the DKI APCSS mission during and prior to the pandemic.

When things get back to normal and in-resident courses begin again, please feel free to stop by the Visual Information branch and have a doughnut. The steady flow of last-minute requests and good ideas most certainly will start back up, and there should be plenty treats to go around.

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