



STRATEGIC PLAN FOR DANIEL K. INOUE ASIA-PACIFIC CENTER FOR SECURITY STUDIES 2019



HISTORY

1994

President Clinton signs bill to establish the “Nimitz Center”. The original mission was to *“Foster understanding, cooperation, and study of security related issues among military and civilian representatives of the United States and other Asia-Pacific nations.”*

Name is changed to “Asia-Pacific Center for Security Studies” during the year.

1995

APCSS established at 19th Floor of Waikiki Trade Center

December 1996

First graduating class of APCSS EC 96-1, with 23 Fellows from 12 countries

December 1996

USCINCPAC makes decision to locate APCSS to BLDG 202 at Fort DeRussy

August 23, 2000

APCSS opens at Fort DeRussy

2000-2019

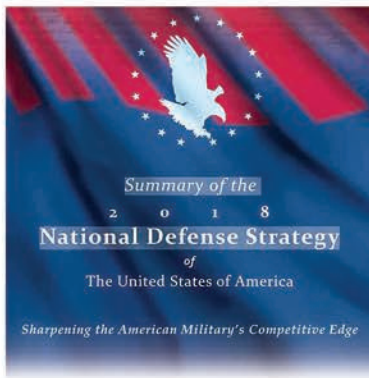
APCSS programs expand throughout the region that now consists of eight flagship courses, eight workshops, hundreds of alumni engagements; that educate, connect, and empower more than 13,000 security practitioners to build and enhance institutional security sector capacity in the Indo-Pacific Region.



Top left: Waikiki Trade Center circa 1995.

Bottom left: Inauguration of Center.

Above: DKI APCSS present day.



The 2018 National Defense Strategy highlights five security threats to the U.S.: People's Republic of China; Russia; North Korea; Iran; Violent Extremist Organizations

Regional Security Trends

- Non-state actor influence beyond domestic borders
- Public dissidence / polarization
- Asymmetric demographic change
- Increased urbanization
- Increased, globally-connected human networks
- Rate of technology advance
- Globalized economy
- Diminishing natural resources
- Increased inequality
- Natural disasters
- Climate change

CURRENT STRATEGIC ENVIRONMENT

For over 70 years, the Indo-Pacific has enjoyed stability, security and prosperity. Founded on a liberal, international rules-based order, successive generations have seen real improvements in their lives while witnessing the dramatic transformation of their nations into key stakeholders of a shared regional and international community.

As the 21st Century rapidly unfolds, much of this progress is at risk. Increasingly dynamic, complex and converging political, economic, technological, and environmental trends have the potential to unravel what has been accomplished, and the greater good yet to be realized. The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) acknowledges the complexity of today's security environment and recognizes the Indo-Pacific now stands at a pivotal juncture. As such, the DKI APCSS has developed this Strategy which contributes – alongside many others sharing a commitment to the liberal, international rules-based order – to positively shaping the direction of the Indo-Pacific.

The following Strategy outlines the Center's Vision, Mission and Goals, and key Lines of Effort and guiding principles that will be harnessed to:

- Support the 2018 National Defense Strategy which seeks to implement the pillars of the National Security Strategy: peace through strength, the affirmation of America's international role, the U.S. alliance and partnership structure and the necessity to build military advantage to maintain key regional balances of power.
- Remain adaptive and responsive to conditions encountered in the Indo-Pacific – meeting priority security challenges that need to be addressed, but also seizing opportunities to strengthen the liberal, international rules-based order in the region.
- Emphasize the development of enduring relationships and shared understandings of the diverse and complex security challenges faced in the Indo-Pacific to facilitate collaborative and inclusive whole of society approaches towards their address. The development of resilient capacities is accorded priority, as a means to ensuring a lasting and innate strength in the region to independently face challenges of the future.





“...we establish a Center where leaders-military, diplomatic, and others – come together, sit around, chat, argue, discuss matters of common interest, common concerns, disasters, and come up with solutions with mutual understandings.”

Senator Daniel K. Inouye

VISION, MISSION, GUIDING PRINCIPLES

With remarkable prescience, the late Senator Daniel K. Inouye, saw precisely such a role for DKI APCSS more than a quarter of a century ago. Despite the passage of time, his words continue to be relevant, and the Daniel K. Inouye Asia-Pacific Center for Security Studies accepts the challenge to help secure the future of the Indo-Pacific region.

VISION

A free and prosperous Indo-Pacific promoting collaborative, inclusive security.

MISSION

DKI APCSS builds *resilient capacity, shared understanding, and networked relationships* among civilian and military practitioners and institutions to advance a free and open Indo-Pacific.

GUIDING PRINCIPLES

DKI APCSS recognizes that the “how” of doing things can sometimes assume equal significance to the “why” and “what” is accomplished. Building enduring relationships based on trust, developing shared understandings, catalyzing networks of security professionals into collaborative action, all are the result of a unique environment carefully nurtured through the practice of three cardinal principles at the Center: Transparency, Mutual Respect, and Inclusion. These principles inspire everything we do at the Center. We instill these in anyone interacting with our Programs – shaping wider values and principles practiced in the Indo-Pacific – to provide fertile ground for enhanced understanding and collaborative approaches to shared challenges.

Transparency: Foster an environment that encourages open and honest communication and processes.

Mutual Respect: Value perspectives that are different from our own.

Inclusion: Seek to involve the broadest range of stakeholders and ideas.



LINES OF EFFORT

In pursuing the above Vision and Mission, DKI APCSS will focus on three principal Lines of Effort (LOE) that Educate, Connect, and Empower security practitioners. These LOEs frame what the Center “does” for its stakeholders.

LOE 1: Educate

Foster a learning environment both internally for our employees, as well as externally for everyone who interacts with DKI APCSS through our programs, to create an improved shared understanding of the Indo-Pacific.

LOE 2: Connect

Create, preserve, and expand extensive networked relationships of security practitioners so security challenges can be addressed through collaborative and complementary actions.

LOE 3: Empower

Provide our employees with the appropriate professional development opportunities and create a work environment that values their contributions and allows for professional growth. DKI APCSS will provide participants and Alumni the essential tools for critical thinking in today’s highly complex security environment and to become change agents for their nations and organizations to build resilient capacity.



“Attending APCSS gave me the opportunity to learn international knowledge and experience with fellows from many countries which was very useful for me in my job.”

Sr. Col Ngoc Thanh Pham, Vietnam Min of Defense (TSC 18-2)





“There is a real richness to the discussions both in terms of the seniority and experience and the insight that provides and also the myriad of cultural backgrounds and perspectives that comes from that.”

*Ambassador Karena Lyons,
New Zealand (TSC 18-2)*

GOALS

Four goals will be key to accomplishing the vision and mission of DKI APCSS. These are:

GOAL 1: People

It is people who are affected by the security environment and it is people who will improve it. People are the most vital element to this Center and to the region. We aim to **empower and inspire a community committed to positively transforming the regional security environment**. We want people to be exemplars of innovative and critical thought who will take ownership in improving their security environments.

GOAL 2: Programs

Our programs provide participants with transformative education opportunities and enables them to return to their organizations to make positive changes. Programs are also designed to be interactive and collaborative, enabling the acquisition of crucial collaborative skills and laying the foundations for security networks to be nurtured. We aim to **innovate and champion relevant, integrated, and responsive programs that enhance regional security**. Our programs will provide value to stakeholders while remaining responsive, comprehensive, and efficient.

GOAL 3: Processes

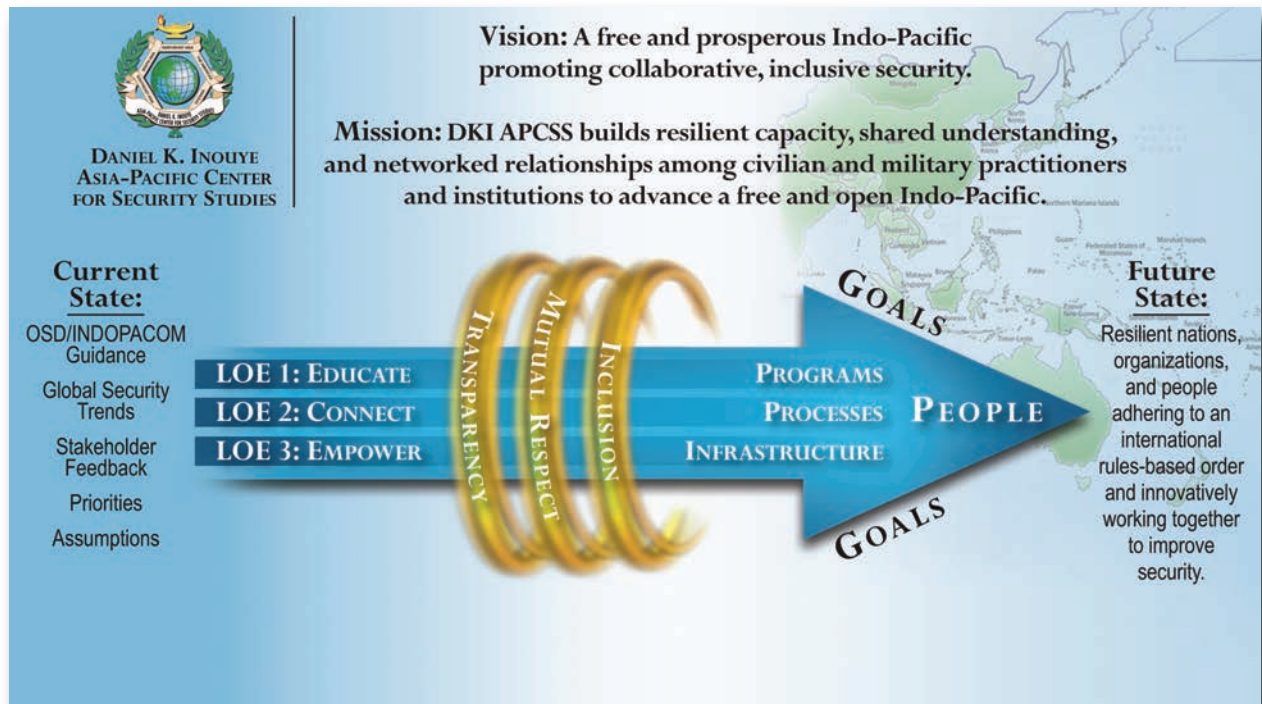
Processes are key enablers of success in any organization and, at DKI APCSS, contribute significantly to its reputation as a premier institution. We aim to **synchronize and integrate adaptive processes that empower all stakeholders to optimize value and efficiency**. Our processes will be deliberately implemented and continually assessed.

GOAL 4: Infrastructure

From logistics and sustainment, to our buildings and IT architecture, infrastructure is what underpins the Center’s professional learning environment. We aim to **optimize an infrastructure that fosters a safe, collaborative, inspirational, and transformative environment**. From the moment participants arrive, our infrastructure will provide all who interact with DKI APCSS an inviting educational experience that enhances their understanding of the region and inspires them to greater achievements.



STRATEGIC APPROACH



CONCLUSION

The 21st century presents a dynamic, ambiguous, complex, and competitive environment. This is a difficult context, but it need not be one that reverses the hard won gains of the Indo-Pacific. DKI APCSS believes that by building **resilient nations, organizations, and people, committed to an international rules-based order and innovatively working together to improve security**, the negative implications may be neutralized. To this end, DKI APCSS will execute this Strategy and move forward with purpose to improve the prospects for a free, open and prosperous future for all in the region.



A free and prosperous Indo-Pacific promoting collaborative, inclusive security.



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The Daniel K. Inouye Asia-Pacific Center for Security Studies is a Department of Defense Institution mandated by United States Code, Title 10 - Armed Forces, Section 342. Regional Center for Security Studies effective as of 6 January 2017.