



DANIEL K. INOUE ASIA-PACIFIC CENTER FOR SECURITY STUDIES

# CURRENTS



Building  
Partnerships  
for  
Resilience



Director Gumataotao transfers the flag to Deputy Director Russell Bailey, representing the official change of command.





## Aloha & A Hui Hou



The Gumataotao family takes photos with DKI APCSS staff during his Aloha Celebration.



Jan Arakaki presents Director Gumataotao with a lei, followed by a warm hug.



Director Gumataotao received a surprise visit from his past and present front office Executive Secretaries.

As my tenure as the director of the Daniel K. Inouye Asia-Pacific Center for Security Studies comes to an end, I want to take a moment to express my deepest gratitude for your unwavering support throughout the years.

My respect for the security professionals in this region has grown immensely. Working together with mutual respect and inclusion in striving to do our best, no doubt many of you achieved significant milestones that have made the region more secure, stable, and prosperous. Through the years, DKI APCSS has produced more than 15,000 alumni, adapted to the challenges of the COVID-19 pandemic, and expanded the use of online courses, alumni reunions, and webinars. This led to the development of the *Security Nexus* program, an online journal featuring interviews and writings by our faculty and alumni. I have witnessed remarkable growth in professional and personal ties among national security establishments throughout the region. None of these achievements would have been possible without your invaluable support, dedication, and collaboration.

Our center is celebrating nearly 30 years of security cooperation, and what better way to celebrate than to honor the accomplishments of our alumni ohana in our inaugural alumni journal titled *Celebrating Alumni*. The subtitle of the journal is "Laulima," the Hawaiian word for "many hands working together." My time at DKI APCSS has been a wonderful journey with the fabulous ohana of partners, friends, and alumni around the world. We have worked together to make a positive impact in our individual lives, our organizations, our nations, our region, and the world. We are very grateful for all that you do to make our region and the world better, not only for ourselves but for future generations.

As I bid farewell, I want to convey a heartfelt mahalo nui loa for the passion, hospitality, and aloha you shared with me during my travels and while you were participating in our courses and workshops. Until a new director is selected, our deputy director, Russell Bailey, will lead our center as acting director. He is a phenomenal leader with a humble demeanor. Please welcome him as warmly as you did me when he travels abroad.

Malama Pono and mahalo for your kokua!

A handwritten signature in black ink, reading "Peter A. Gumataotao".

Peter A. Gumataotao,  
Rear Admiral (Ret.), U.S. Navy  
Director, DKI APCSS

# CURRENTS

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## CENTER NEWS

Excellence in Federal Service Awards .....	5
Director Travels to India .....	5
Enhancing Understanding at the Regional Ambassadors Conference .....	6
Dean Cramer Visits Alumni in Oceania .....	6
Former Australian PM Speaks at DKI APCSS .....	7

## COURSES

CSC 24-1: Celebrating Their Achievements .....	8-9
CSC 24-2: A Journey in Cooperation and Leadership .....	10-11
Malaysian Cohort Drafts WPS National Action Plan .....	11
Mobile Orientation Course Heads to Japan .....	12
Indo-Pacific Senior Enlisted Leaders SMEE .....	13

## IN-REGION ENGAGEMENT

Maldives: The Sunny Side of Life .....	14-15
--	-------

## WORKSHOPS

DKI APCSS Hosts Industrial Base Resilience Workshop .....	16
Maluhia Talks: A Defense Industrial Base Resilience Workshop .....	17
Endorsing a Statement of Principles for Indo-Pacific Defense Industrial Base Collaboration .....	18
Advancing the Philippines and Vietnam Partnership .....	19
Whole of Society Resilience Workshop .....	20

## FACULTY NEWS & PUBLICATIONS & WEBINARS

Dr. Minnich Participates in NWC WPS Conference .....	21
Security Nexus Articles .....	21
DKI APCSS Faculty Support Sister Centers & Others .....	22
External Faculty Articles Published .....	23
Security Nexus Webinars .....	24-25

## IN EVERY ISSUE

Visitors/Key Leader Engagements .....	26-27
Hails and Farewells .....	28-29
Department Spotlight: Travel Office .....	30
Contacts .....	31



The cover of this edition showcases candid photos of DKI APCSS participants engaging in courses, workshops, and visits, reflecting the theme of “Building Partnerships for Resilience.”

*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.dkiapcss.edu](http://www.dkiapcss.edu). We use the Associated Press Style Guide when abbreviating ranks, regardless of individual service style.

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# Excellence IN FEDERAL SERVICE AWARDS

The Daniel K. Inouye Asia-Pacific Center for Security honored four individuals and one team at the 2024 Honolulu Pacific Federal Executive Awards ceremony at the 68th Annual Excellence in Federal Government Awards Program held May 10, 2024, at Hickam Air Force Base.

## This year's DKI APCSS awardees are:

- Federal Employee of the Year (Leader, Supervisor, Manager):  
Sila Pang – College of Security Studies (CSS), College Operations
- Federal Employee of the Year (Professional, Administrative, Technical):  
Paul Santos – Human Resources
- Federal Employee of the Year (Clerical and Assistant):  
Jennifer Hayslett – Travel
- Mentor of the Year:  
Mike Bucher – CSS
- Team Excellence:  
Resource Management team



Left to right: Ellen Macaraeg, Jennifer Hayslett, Mike Hogan, Lt. Cmdr. Christopher Smith, Michael Bucher, Sila Pang, Cmdr. Jacob Baker, and Paul Santos.

“Being nominated for and receiving this Team Achievement Award is a testament to the collective effort, collaboration, and strong professional bonds within our Team,” said U.S. Navy Commander Jacob Baker, Resource Management Department head. “It acknowledges our hard work, innovative thinking, and commitment to excellence across various logistics disciplines. This recognition is truly appreciated, inspiring us to pursue excellence in everything we undertake.”

“What this award means to me is that I work with and represent a great team of professionals who work harmoniously together in support of a great mission,” said Paul Santos of the HR team.

The Excellence in Federal Government Awards Program honors top contributors and exceptional public service professionals. For over 60 years, outstanding federal employees in Honolulu – Pacific Federal Executive Board (HPFEB) agencies have been celebrated at an annual awards ceremony, coinciding with Public Service Employee Recognition Week.

This program enables HPFEB Member Agencies to recognize innovative and high-quality work by federal employees. It also highlights best practices from partner agencies and showcases the excellent contributions of federal agencies and their top performers.



## DIRECTOR TRAVELS TO INDIA

DKI APCSS Director Pete Gumataotao and Professor Shyam Tekwani visited India in February 2024 to attend the Raisina Dialogues and participate in a panel about “Shared Seas, Shared Goals: Steering the Indo-Pacific Journey” organized by Observer Research Foundation (ORF) in Kolkata. During this event they explored the shifting dynamics of the Indo-Pacific Region. The event was attended by students from two major universities.



## Enhancing Understanding at the REGIONAL AMBASSADORS CONFERENCE: 2024

In January 2024, the Indo-Pacific Command hosted the Regional Ambassadors Conference of 2024 in Hawaii, with the Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) serving as the site of one meeting on Monday, January 22. Featuring senior officials from across the U.S. Department of State, and ambassadors from Asia, Oceania, and Africa, these meetings served to enhance collective understanding of U.S. objectives in the Indo-Pacific region.

Led by the Bureau of East Asian and Pacific Affairs, the foundation was set by outlining current successes, trends, and issues being faced in the Indo-Pacific, and how policy priorities can be shaped going forward into the future. The discussion was then shaped by the opinions and experiences of those who are serving on the ground, highlighting the strengths and weaknesses of established approaches and systems. After the meeting, DKI APCSS hosted roundtable discussions between the Conference attendees and faculty, working to enhance collective understanding of the Indo-Pacific region.



More than 20 U.S. ambassadors attending the session at DKI APCSS.



Amb. Heather Vaviara, U.S. Ambassador to Laos



CDA Brad Coley, U.S. Embassy Nuku'alofa

## DEAN CRAMER VISITS ALUMNI IN OCEANIA

Earlier this year, Dean Carleton Cramer visited the Federated States of Micronesia, the Republic of the Marshall Islands, Palau, and Guam. Joining him on the trip were Dr. Tim Buehrer, U.S. Coast Guard Captain Erin Williams, and DKI APCSS Recruiter Jaime Asman.

According to Dean Cramer, the trip was profound in two ways: "It enabled alumni from four countries to establish and further develop important professional relationships. Second, it highlighted the importance of Pacific Island nations in maintaining a rules based, secure and prosperous Indo-Pacific region."



Team in Micronesia - alumni event with U.S. Ambassador Jennifer Johnson.



An alumni event was held in Palau and recognized those who completed their projects.



While in Palau, we did a video interview with our alumni. Check it out at: [youtu.be/9lkyB3CS5VO](https://youtu.be/9lkyB3CS5VO)





Gerald "Jerry" Sumida, APCSS foundation welcomes Dr. Kevin Rudd

## Australia's Ambassador to the U.S. Kevin Rudd AC

# URGES UNIFIED RESPONSE TO TAIWAN-CHINA DYNAMICS

Australia's Ambassador to the United States, Dr. Kevin Rudd, addressed 124 international fellows at the Daniel K. Inouye Asia-Pacific Center for Security Studies in Honolulu on June 6, 2024. His keynote speech, titled "The United States, China, Taiwan, and the Role of Deterrence in Scenarios Short of War," focused on the growing complexities in Taiwan-China relations and the critical role of deterrence.

Opening with a reflection on the 80th anniversary of D-Day, Dr. Rudd underscored the ongoing cost of freedom in regions like the Indo-Pacific. He stressed that while the United States, China, and Taiwan share a common interest in avoiding open conflict, they are driven by different national objectives. For the U.S., the core goal remains maintaining global strategic primacy, particularly in the face of China, which is considered its most consequential competitor. The U.S. also seeks to preserve the status quo in Taiwan, anchored in the Taiwan Relations Act and its strategic posture of "strategic ambiguity" concerning military intervention.

Rudd elaborated on China's perspective, noting that Xi Jinping sees Taiwan's unification as crucial to achieving the "great rejuvenation of the Chinese nation," a vision set to be realized by 2049. Since 2015, Xi has ramped up military reforms and increased exercises aimed at demonstrating China's capacity to take Taiwan by force if necessary. Notably, the Joint Sword 2024A exercise simulated a blockade of Taiwan, part of China's "gray zone" strategy—actions short of war but designed to increase pressure on Taiwan and the international community.

Taiwan, meanwhile, seeks to maintain its autonomy while avoiding outright independence, a stance supported by the majority of Taiwanese citizens. Despite rising public commitment to defending the island, Taiwan faces growing military and economic pressure from China. Dr. Rudd highlighted Taiwan's recent efforts to bolster its defense capabilities, including increasing its defense budget and reforming military conscription.

Addressing the broader strategic landscape, Dr. Rudd discussed the importance of "integrated deterrence"—

a multi-dimensional approach combining military, economic, and diplomatic efforts to prevent conflict. He stressed that China views the status quo as untenable, and the international community must respond by balancing deterrence with diplomatic engagement. According to Rudd, effective deterrence involves clear communication that neither the U.S. nor Taiwan seeks to alter the status quo while also ensuring Taiwan's military and civilian resilience.

Looking ahead, Rudd warned that managing Taiwan-China relations will be pivotal in the coming decade. As China intensifies its "gray zone" tactics, the international community must maintain strategic foresight to safeguard stability. He concluded by emphasizing that while Xi Jinping is a calculated risk-taker, effective deterrence can prevent an escalation into conflict, preserving peace across the Taiwan Strait.

You can watch the live-stream recording at [youtu.be/wRovFfjE1Yo](https://youtu.be/wRovFfjE1Yo), and the full speech is available online at [usa.embassy.gov.au/APCSS24](https://usa.embassy.gov.au/APCSS24).

# CELEBRATING THE ACHIEVEMENTS

## OF COMPREHENSIVE SECURITY COOPERATION - CSC24-1

“Today, we are not celebrating our individual achievements but also our collective journey that we have undertaken towards fostering stronger relationships and understanding.”

— Ms. Kartika Pertiwi from Indonesia.

On March 20, 2024, 92 Fellows from 31 locations around the world completed the Comprehensive Security Cooperation (CSC) course 24-1 at the Daniel K. Inouye Asia-Pacific Center for Security Studies.

Dr. Miemie Winn Byrd and Dr. Ethan Allen served as faculty leads for the 5-week course, which enhances the capacity of regional allies, partners, and others to comprehend and cooperatively address complex security challenges in the Indo-Pacific region.

Beyond whole-class plenary lectures, CSC draws on the diverse perspectives, skills, and experiences of the multinational course Fellows, particularly in small-group

seminars – along with a range of exercises, games, quizzes, and electives – to provide interactive educational opportunities and experiential learning. Course content about this large, diverse region encompasses both traditional and non-traditional security issues and challenges and cooperative mechanisms that exist to address these complex and often intractable security matters. Learning goals include not only the acquisition of knowledge on strategic competition and security cooperation but also the application of critical thinking; analyzing the nexus among ideas, people, agencies, and fields; challenging assumptions via exposure to perspectives from different sectors, disciplines, and cultures; promoting life-long learning; and aligning with the values of mutual respect, transparency, and inclusion.

During the course, Fellows participated in one of the three concentrations offered during the course: Cybersecurity, Economics and Security, and the inaugural track on Understanding China. These concentrations

serve as specialty areas that Fellows can use to further build their knowledge and expertise.

Speaking for the Fellows during the commencement ceremony was Ms. Kartika Pertiwi from Indonesia. In her emotional speech, she shared her personal story. She comes from a family background deeply rooted in service. “They showed me the true value of hard work, loyalty, honor, and sacrifice. And that security is not something that we can take for granted,” said Ms. Pertiwi.

“I have spent almost 15 years in the cyber security agency trying my best to serve my beloved country. Unfortunately, cybersecurity is a field where gender stereotypes still prevail. In the world of cybersecurity, being a woman presents a unique set of challenges. It is a field dominated by men where breaking through biases and stereotypes requires not just skill but also resilience and determination. Yet, here I stand today in the room with you all. In the same room with many outstanding women. As a testament that that barrier can be broken through dedication and by believing in yourself.”

She further stated, “The complexity of modern challenges in cybersecurity and in the world transcends borders and ideologies in an interconnected world. No single action, no single nation can combat this threat alone. Cooperation is not just another option.



Ms. Kartika Pertiwi speaks at Commencement.



Fellows collaborating in a group exercise, ending with a team huddle and a spirited cheer.





Ninety-two Fellows from 31 locations around the world complete the Comprehensive Security Cooperation (CSC) course

“It is a necessity, but cooperation often requires us to face discomfort, acknowledging our biases, challenging our perspectives, or navigating our cultural differences. I believe that growth occurs where empathy flourishes, where seeds of trust are sown, and where bridges are built.

“Cooperation is not easy,” she continued. “If you want to have trust, we need to be curious and open-minded. We need to open ourselves to new people, new ideas, new ways of thinking about the issues in our world.



One last photo before departing Hawaii

“When we open ourselves, sometimes we get deceived and/or taken advantage of. But if that happens and we surrender, then we lose to our fear. Fear is our natural response to uncertainty. Courage is not the absence of fear. It is the ability to confront and to overcome fear. During the time we spent here together at APCSS, I can see how

*“Cooperation is not easy. If you want to have trust, we need to be curious and open-minded. We need to open ourselves to new people, new ideas, new ways of thinking about the issues in our world.”*

*- Ms. Kartika Pertiwi from Indonesia*

we all have been battling our own fears, our limitations, and our biases. But by working together and encouraging each other, we all found better ways to work on overcoming our concerns, our shortcomings, our preconceptions.”

The course team included two returning alumni, Dr. Mimi Fabe from the Philippines National Police College and Dr. Nur Surayya Mohd Saudi from Malaysia. They were invited back to the Center as visiting seminar leaders. According to Dr. Byrd, “They have played an important role in strengthening our faculty team. Their passion, intellect, and unwavering commitment have been truly inspiring for us.”

Dr. Fabe is an alumna of two virtual courses, the Indo-Pacific Orientation Course and the Maritime Security Cooperation course, both held in 2021 during the height of COVID.

According to Dr. Fabe, “The CSC 24-1 course enables us to interact with other security leaders in other countries and enables me to also determine their perspectives on a wide range of security issues. Honolulu, Hawaii, is a very fantastic place to be. The venue itself is a learning experience.



Ms. Irosha Cooray presents the class streamer.

APCSS is the best learning environment for a security practitioner like me. Learning from the best faculty roster and also from colleagues from different parts of the region.

“I would say as part of ASEAN as a diplomat of ASEAN, the networks I’m building are stronger and long-lasting,” continued Dr. Fabe. “We develop deep friendships and an openness and a higher level of understanding of the situation of other countries.”





# CSC 24-2

One hundred twenty-three Fellows from 40 countries who completed the Comprehensive Security Cooperation (CSC24-2) course on June 18.

## A Journey in Cooperation and Leadership

“This part of my life is happiness,” said Divya Rai, the class speaker, reflecting on her experiences at the Daniel K. Inouye Asia-Pacific Center for Security Studies. Rai was among 123 Fellows from 44 countries who completed the Comprehensive Security Cooperation (CSC24-2) course on June 18.

Rai, who hails from India, emphasized the uniqueness of the opportunity. “How often do you get to meet people from such diverse countries and fields? The Fellows here are the best of the best,” she said.

As the class speaker, Rai highlighted her main takeaways from the course: the importance of cooperation and leadership. “Leadership is vital for setting vision, providing direction, and inspiring others to work toward a common goal,” Rai said. “Effective cooperation fosters collaboration, information sharing, and a unified approach to addressing security threats. As Director Gumataotao said, the combination of cooperation and leadership is powerful, especially in the security domain where threats are multifaceted and require a coordinated global response.

Dr. Ethan Allen, who co-managed the course with Dr. Alexander Vuving, praised the program’s focus on interactive learning.



Fellows analyze data presented during an exercise.

“The course has been extraordinary,” he said. “We emphasized interactive engagement more than ever before, with exercises designed to enhance negotiation skills.”

The CSC course leverages the diverse perspectives, skills, and experiences of its multinational Fellows, particularly in small-group seminars. These sessions, along with a range of exercises, games, quizzes, and electives, provide interactive educational opportunities and experiential learning. The course content covers both traditional and non-traditional security issues and cooperative mechanisms to address complex security matters. Learning goals include acquiring knowledge on strategic competition and security cooperation, applying critical thinking, analyzing the nexus among ideas, people, agencies, and

fields, challenging assumptions through diverse perspectives, promoting lifelong learning, and aligning with values of mutual respect, transparency, and inclusion.

During the course, Fellows participated in one of three concentrations: Crisis Management, Irregular Warfare & Counter Terrorism (IWCT), and Resilience in the Information Environment.

Additionally, a cohort of Fellows from Malaysia attended to develop their national Women, Peace, and Security National Action Plan. “We turned that cohort into another track, allowing them to collaborate for a week,” Allen said. “They produced an impressive draft report that provides their government with a structure for moving forward.”



Commander of the U.S. Pacific Fleet Adm. Stephen Koehler addresses the course.



CSC 24-2 Commencement class speaker

Fellows also benefited from insights shared by senior guest speakers, including former Australian Prime Minister Dr. Kevin Rudd, Defense Security Cooperation Agency Director James Hursch, U.S. Pacific Fleet Commander Admiral Stephen Koehler, Indo-Pacific Command Deputy Commander Lt. Gen. Stephen Skelenka, and Rep. Jill Tokuda (D-HI).

In his closing remarks, DKI APCSS Director Pete Gumataotao highlighted the significance of teamwork. "This course is about you as leaders coming together as a team," he said. "I believe the best is yet to come. Whatever you do, make it impactful and always do it together."

The next CSC course is scheduled for February 2025.



## Malaysian Cohort Fellows Draft Women, Peace, and Security National Action Plan

By Dr. Miemie Winn Byrd

In a significant step towards bolstering both national and regional security, seven dedicated Fellows from Malaysia have drafted a comprehensive Women, Peace, and Security (WPS) National Action Plan (NAP). This initiative, undertaken during their tenure at the Comprehensive Security Cooperation course (CSC 24-2) at the Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS), showcases Malaysia's commitment to upholding the principles enshrined in United Nations Security Council Resolution (UNSCR) 1325.

Guided by Brig. Gen. Fadzillah binti Abdullah, Director General of Defence Training of the Malaysian Armed Forces, and DKI APCSS' faculty mentors, Dr. Miemie Winn Byrd and Dr. Belinda Yeomans, the Malaysian Fellows worked tirelessly to develop a robust framework to address the multifaceted issues surrounding women's equality and security.

According to Dr. Byrd, "Their unwavering dedication to this cause highlights the profound understanding that women's security is intrinsically linked to national and regional security. The WPS NAP they crafted not only seeks to protect and empower women but also enhances the overall stability and security of the nation and its neighboring regions."

### A STRATEGIC COMMITMENT TO UNSCR 1325

UNSCR 1325, adopted in 2000, recognizes the disproportionate impact of armed conflict on women and girls. It emphasizes the critical role of women in conflict prevention, resolution, and peacebuilding. By drafting the WPS NAP, the Malaysian Fellows are ensuring that Malaysia aligns with these international standards and fulfills its obligations under the resolution.

The draft plan focuses on enhancing women's participation in governance, economic, and security sectors. It also addresses the protection of women and girls from gender-based violence, the promotion of women's rights and leadership, and the integration of gender perspectives into all aspects of government policy-making processes. These objectives reflect a holistic approach to security. Sustainable peace, stability, and prosperity are unattainable without addressing the specific needs and contributions of women.

*Continued on page 18*





## MOBILE INDO-PACIFIC ORIENTATION COURSE HEADS TO JAPAN



Dr. "Lumpy" Lumbaca discusses the gray zone.



A MIPOC Fellow participates in course discussions.

For the first time, the Mobile Indo-Pacific Orientation Course (MIPOC) was hosted in Japan, thanks to a partnership between U.S. Forces Japan (USFJ) and the Daniel K. Inouye Asia-Pacific Center for Security Studies.

More than 100 Fellows attended the five-day course, hosted at Yakota Air Force Base, held April 15-19, 2024. They represented various U.S. agencies as well as close partners and allies.

The team, led by Dean Carleton Cramer and academic leads Dr. Bill Wieninger and U.S. Coast Guard Capt. Erin Williams, included 15 faculty members and support staff. Additionally, DKI APCSS was able to leverage the alumni network and contacts to bring in three Japanese subject matter experts for plenary presentations, which enhanced the course.

The course covered topics such as regional overviews and included a special session on Japan-Korea relations. The course also offered a number of seminars and electives.

According to one of the participants, "The course content improved my understanding of the regional strategic, economic, and security landscapes."

U.S. Forces Japan Commander Lt. Gen. Ricky N. Rupp was instrumental in bringing the course to Japan.

"This course gives invaluable insights and best practices to those working alongside Japanese counterparts on how to be better alliance partners and operate in such a dynamic region of the world," said Rupp. "Not only does bringing this course to Japan from Hawaii better serve those in-country, but the new content added due to the growing recognition of the importance of trilateral cooperation here is crucial. I am very happy that our uniformed professionals have another opportunity to better their understanding of what goes into the shared defense of Japan."

After the course completion, more than 70 people traveled to Tokyo for an alumni reception.

"There was a lot of positive energy, and we even had an alumnus from Indonesia who happened to be in Japan join in," said Wieninger about the event, which had the room overflowing at maximum capacity.

Top Photo: More than 100 Fellows attended the Mobile Indo-Pacific Orientation Course held at Yakota Air Force Base, Japan, in April.



INDO-PACIFIC SENIOR ENLISTED LEADERS SMEE

# EMPOWERS COLLABORATION, SETS STAGE FOR STRONGER REGIONAL SECURITY



ADM John Aquilino



Fleet Master Chief Isom

This was the first time DKI APCSS hosted the Indo-Pacific Senior Enlisted Leader Subject Matter Expert Exchange

“The knowledge and connections we built here strengthen our region against the complex security challenges we face together,” remarked a participant as the inaugural Indo-Pacific Senior Enlisted Leaders Subject Matter Expert Exchange (IPSEL SMEE) concluded. Held from April 15-19, 2024, in Honolulu, Hawaii, this groundbreaking event, proposed by former U.S. Indo-Pacific Command (USINDOPACOM) Commander Adm. John Aquilino and Fleet Master Chief David Isom, brought together 55 senior enlisted advisors and leaders from 21 Indo-Pacific nations.

Co-hosted by the Daniel K. Inouye Asia-Pacific Center for Security Studies and USINDOPACOM, the IPSEL SMEE aimed to elevate leadership professionalism and provide a tailored educational platform for the region’s senior enlisted leaders. The five-day event was led by DKI APCSS Professor retired U.S. Army Col. James Minnich and USINDOPACOM Senior Enlisted Leader Fleet Master Chief Isom. The agenda included plenary presentations, dynamic discussions, assessments, and networking sessions focused on the crucial role of senior enlisted leaders in shaping security dynamics.

DKI APCSS Deputy Director Russ Bailey and Fleet Master Chief Isom opened the event, emphasizing the importance of collaboration. “Our vision is that this inaugural IPSEL SMEE becomes the foundation for enduring partnerships throughout the Indo-Pacific,” Fleet Master Chief Isom said.

On the final day of the workshop, Chief Master Sgt. Jacob Simmons, command senior enlisted leader of the U.S. Space Command, addressed the strategic impact of space operations and their significance in regional stability. He underscored the critical role of the space domain and the need for enhanced cooperation among Indo-Pacific nations.

## KEY INSIGHTS AND OUTCOMES

- **Relevant Education:** Participants praised the content, highlighting discussions on strategic leadership, evolving regional security threats such as cyberwarfare, and enhancing operational cooperation.
- **Networking Impact:** The exchange facilitated meaningful connections, with 95% of participants expressing a desire for continued collaboration.

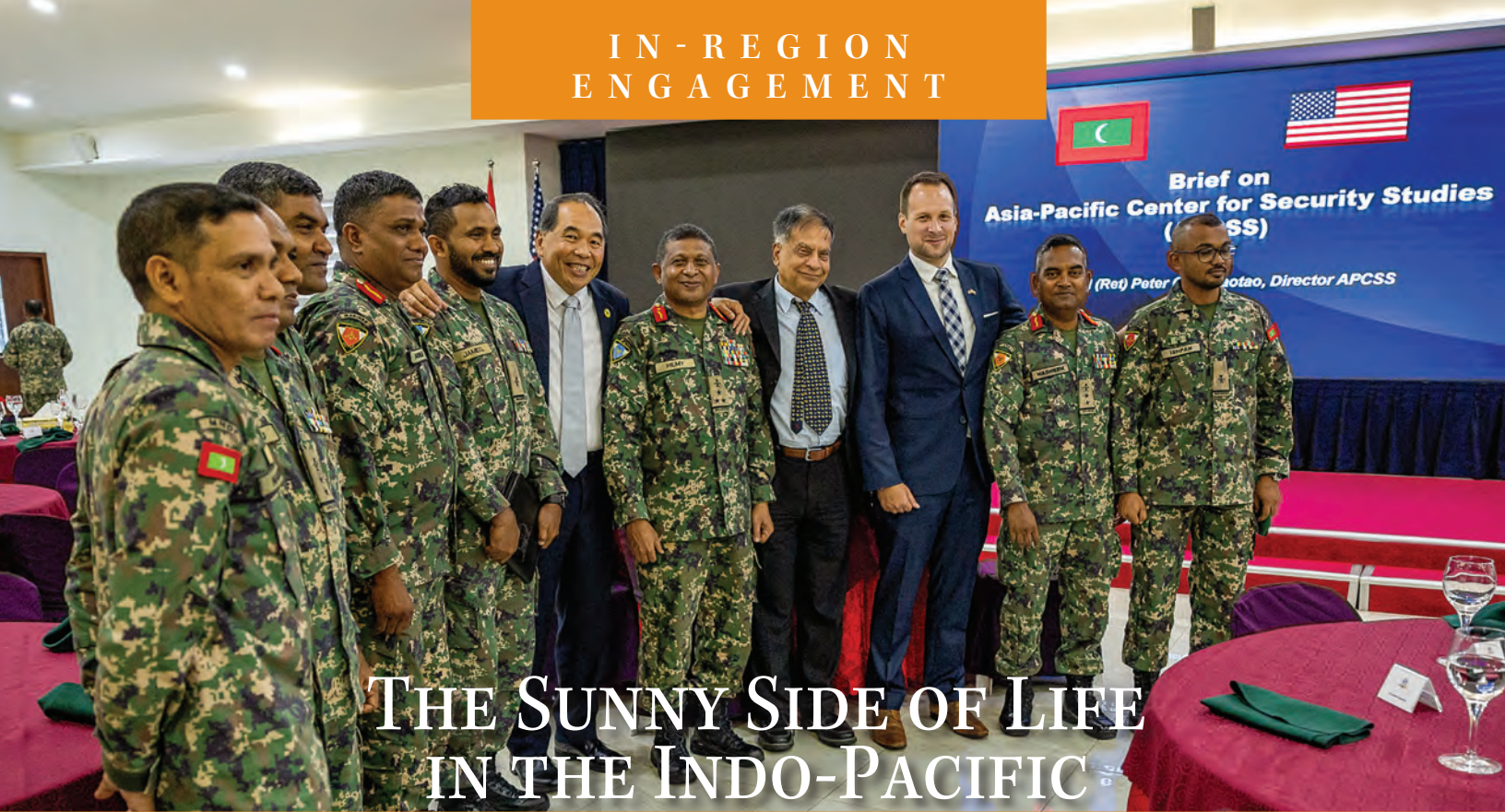
- **Strategic Integration:** Recommendations emphasized the need to integrate enlisted leaders into policy planning to better utilize their experience.
- **Data-Driven Outcomes:** A post-event survey revealed that 94% of participants felt better equipped to address contemporary security challenges, and 100% were highly likely to recommend the SMEE to colleagues.

## CONCLUSION AND FUTURE OUTLOOK

The inaugural IPSEL SMEE has set a strong precedent for future leadership development in the Indo-Pacific. The positive feedback and strategic recommendations underscore the value of such events in enhancing cooperation and stability in the region.

In his closing address, Adm. Aquilino highlighted the importance of allies and partners working together to ensure a free and open Indo-Pacific. Stakeholders are encouraged to continue supporting this initiative to further advance the professional development of the region’s senior enlisted leaders.





## THE SUNNY SIDE OF LIFE IN THE INDO-PACIFIC

By Doug Carroll

Rising like an enormous string of pearls from the crystal-clear, sparkling waters of the Indian Ocean, the Republic of the Maldives spans over 90,000 square kilometers (35,000 sq mi). Much of the world's goods and fuels pass through these equatorial waters which envelop this coral chain of nearly 1,200 islands (187 inhabited), and with such a unique, archipelagic geography the Maldives faces a tide of global security issues.

"They have this vast ocean territory that they need to protect and make sure that it's open for everyone. They have climate change, I mean, they are the lowest-lying country in the world. They lost 3 islands in the 2004 tsunami. Wiped away. I mean, gone!" said Ambassador Hugo Yon, the first United States Ambassador to the Republic of the Maldives.

"Fifteen years into electing their president directly, it's a young democracy and we need to stand with them," said the Ambassador working from Karumba Island, just a short boat ride from the capital of Male, as he waits on the construction of his new embassy.

In this effort, Ambassador Yon and his staff played a great role in facilitating and partaking in a re-engagement tour between Director Pete Gumataotao and Professor

Shyam Tekwani of the Daniel K. Inouye Asia Pacific Center for Security Studies, and Maldivian government and military leaders and alumni.

"It was amazing. You could see the themes of what APCSS does in bringing people together, taking down the barriers in people's minds and society's, pulling together to cooperate and find solutions to these old problems that are just dogging everybody," commented the Ambassador, "You can see that spirit in the alumni here!"

Several days' worth of meetings and discussion ensued that ranged from the Minister of Defense, to the National Counterterrorism Center and the Disaster Management Center, to the Minister of Foreign Affairs Fathimath Inaya, and alumna of ASC 10-1.

A luncheon held by the Maldives National Defense Force (MNDF) to honor Director Gumataotao provided a lively opportunity to

brief a banquet full of field-grade officers on the rare opportunities presented by APCSS, and confirmation in the rekindled aloha with the many alumni in attendance.

"I attended the CSC 23-3 course. I just enjoyed the experience and have a great network; so many partners [and] countries. It was lovely," shared alumnus Lt. Col Mohamed Nilam.

Near another pristine white sand beach 7,431 nautical miles away these sentiments were echoed by countrymen of Lt. Col. Nilam's while they attended the Comprehensive Security Cooperation course (CSC 24-1) in Waikiki.

"I'm really looking forward to the networking, and also [to] learn from the experts in different areas," said Col. Abdul Muiz Mustapha of the MNDF, "You know, understand how I can make myself and my organization a better institution in the future."

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"It was amazing. You could see the themes of what APCSS does in bringing people together, taking down the barriers in people's minds and society's, pulling together to cooperate and find solutions to these old problems that are just dogging everybody," -- Ambassador Hugo Yon

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Alumnus Lt. Col. Ahmed Thorir, who attended CSRT 14-1 as well as CSC 24-1, reflected on his DKI APCSS experiences as he relaxed between sessions on the center's lanai. "We have been privileged to meet lots of people from all walks of life, especially in the security sector," he said and added,

"It's a great eye-opener and lots of information that help us, actually, dealing with the security issues that we have in the Maldives."

Back on Karumba, Ambassador Yon summed up his impressions from connecting with the Maldivian DKI APCSS alumni network. "It is an amazingly spread out and amazingly challenged place, but yet the resilience you see in the people you meet here in the Capital, or out in the islands, quite amazing. That's why they call this the sunny-side of life," he said while waving his hand about this drop of paradise in the middle of the ocean.



Watch a video about this trip to the Maldives on our YouTube Channel.



DKI APCSS Director Pete Gumataotao and Professor Shyam Tekwani visited the National Disaster Management Authority (NDMA) of Maldives where he met with NDMA Deputy Chief Umar Moosa Fikry (CCM 17-1) and Secretary General Safeenaz Hassan (CCM 20-1).



Director Pete Gumataotao visited the Maldives National Defence Force headquarters to meet with Maldives Chief of Defense Force Lt Gen Abdul Raheem Latheef, (alumnus of ASC 15-1 & SSD Indian Ocean) and also conduct an interactive session for their officers. It was a wonderful opportunity to exchange ideas and deepen understanding of regional security dynamics.



## DKI APCSS Host INDUSTRIAL BASE RESILIENCE WORKSHOP



Jed Royal, Principal Deputy Assistant Secretary of Defense for Indo-Pacific Affairs

As supply chain issues garner headlines around the world, the Daniel K. Inouye Asia-Pacific Center for Security Studies hosted a high-level workshop entitled “Building Collective Defense Industrial Base Resilience.” The two-day workshop was held in Honolulu, January 18-19, 2024.

DKI APCSS used its convening powers to bring together allies and partners from around the world to share perspectives on defense industrial base challenges and opportunities for collaboration to overcome them.

According to workshop co-leads Captain Joshua Taylor and Dr. Bill Wieninger, “We are using lessons learned from Europe and the Indo-Pacific on building defense industrial resilience. During the workshop, we looked at key areas to expand interregional cooperation and identify some concrete lines of effort.”

U.S. Assistant Secretary of Defense (ASD) for Industrial Base Policy, Dr. Laura D. Taylor-Kale, opened the workshop with a recap of the new and first-ever National Defense Industrial Base Strategy (NDIS).

“This (workshop) is an important opportunity to be able to reach our international allies and partners,” said Dr. Taylor-Kale. “Defense production is part of a vast ecosystem. We need to work with our partners inside and outside of defense, especially in the Indo-Pacific, to realize the vision of the NDIS.”

Dr. John Hemmings shared industry perspectives gained from the recent Operationalizing Integration in the Indo-Pacific conference.

ASD for Sustainment, Christopher Lowman, set the stage for a second day by sharing an overview of the U.S. Regional Sustainment Framework and its priorities, which include coordination with allies and partners as well as industry.

Principal Deputy Assistant Secretary of Defense for Indo-Pacific Affairs, Mr. Jed Royal, moderated a panel on Overcoming Inhibitors to Collaboration. The panel included senior officials from the Department of State, Department of Commerce, and Department of Defense – highlighting the criticality of interagency coordination in the Defense Industrial Base.

Partner nation presentations were made by representatives from Australia, Germany, Italy, Japan, Korea, and the UK. One attendee stated that collaboration between nations for international defense was critical, and another found the presentations enlightening and hoped the group would continue these discussions in the future.

“Rebuilding the defence industrial base is not an option; it is an essential foundation of deterrence in an increasingly dangerous world,” said Raquel Garbers, Director General Strategic Defence Policy in Canada’s Department of National Defense and DKI APCSS alum. “DKI APCSS has broken ground



Dr. Laura D. Taylor-Kale, ASD for Industrial Base Policy



Dr. Caitlin Lee, RAND, with Dr. Bill Wieninger

in helping us start the conversation – nobody else could have provided the trusted leadership that made it possible for all of us to come together and get it going.”

The 38 workshop participants came from 16 locations around the world.

“We are working closely with allies and partners across the Indo-Pacific and beyond to build a more dynamic, innovative, resilient, and productive defense industrial base,” said Mr. Royal at the conclusion of the workshop. “DKI APCSS brought together government officials from the United States and its allies and partners to share their perspectives about challenges and solutions. More than ever, defense industrial base cooperation is a key part of our shared regional vision for peace, stability, and prosperity in a free and open Indo-Pacific.”

DKI APCSS Director Pete Gumataotao added that “DKI APCSS was honored to host this much needed Defense Industrial Base workshop on behalf of Dr. Ratner and the ASD IPBA team who partnered with other U.S. government officials such as ASD for Industrial Base Policy and ASD for Sustainment. The timing of having our senior government officials meet with their Allies and Partners counterparts underscores the need to go beyond just understanding this complex issue and to develop collaborative solutions that drive towards a more resilient and responsive Industrial Base.”





# Maluhia TALKS

## A DEFENSE INDUSTRIAL BASE RESILIENCE WORKSHOP

Looking for ways to build resilience was the focus of the recent Maluhia Talks 2024, hosted by the Daniel K. Inouye Asia-Pacific Center for Security Studies. Held April 30 to May 2, 2024, in Honolulu, the event brought together more than 40 government security professionals and industry representatives. It was a follow-up to the DKI APCSS Defense Industry Base workshop held in January.

According to Principal Deputy Assistant Secretary for Indo-Pacific Security Affairs Jed Royal, “I appreciated the opportunity to again talk with allies and partners who are dealing with these same issues and discuss ways of moving forward together. These discussions and closer ties are consistent with the U.S. Indo-Pacific Strategy, but they are also compatible with most of our allies’ and partners’ regional strategies as well. We all want a stable region, and we will work to get there together.”

Workshop outcomes included exchanging perspectives on the mission and functions of all stakeholders involved and engaging with industry associations to foster a collaborative environment that enhances mutual understanding and sets the stage for effective future cooperation.

In his closing remarks, Principal Deputy Assistant Secretary for Industrial Base Policy Dr. Vic Ramdass shared his

thoughts about the next steps the group should consider after the workshop’s conclusion. He referred to Kotter’s 8-step approach to change management. “To enact change,” he said, “we need to have a vision, and I feel we have that now. Our next steps are to build consensus and remove obstacles so that we can anchor and institutionalize that change.”

DKI APCSS Director Pete Gumataotao closed out the event by not wishing the group “Aloha” but rather “Hui Hou.” “While Aloha can mean hello and goodbye, ‘a Hui Hou’ means ‘until we meet again.’ With these two workshops, we have begun a remarkable journey of building resilience for the Defense Industrial Base. My hope is that these conversations will continue, and we’ll find ways to collaborate and cooperate more in the future,” said Gumataotao.

Launched in 2018, the Maluhia Talks is part of a series focused on refining the U.S. government’s strategic approach to the Indo-Pacific. While the focus of these workshops has evolved based on current events and shifting priorities, a consistent theme has been the emphasis on open and honest dialogue. This approach facilitates a deeper mutual understanding and enhances collaboration in addressing the challenges we face together.



Seven DKI APCSS alumni attended Maluhia Talks.



Principal Deputy Assistant Secretary for Industrial Base Policy Dr. Vic Ramdass



Raquel Garbers listens to a presentation.



# Endorsing a Statement of Principles for Indo-Pacific Defense Industrial Base Collaboration

MAY 31, 2024

Today, the United States endorsed a Statement of Principles for Indo-Pacific Defense Industrial Base Collaboration following extensive consultations with U.S. allies and partners across the Indo-Pacific region and around the world, including the recent Maluhia Talks at the Daniel K. Inouye Asia-Pacific Center for Security Studies in Honolulu, Hawaii.

"Together with our friends in the region, we're breaking down national barriers and better integrating our defense industries," Secretary of Defense Lloyd J. Austin III said at the 2024 Shangri-La Dialogue in Singapore. "We're also working together to fortify the shared capacity of the defense industrial bases of our allies and partners. That's why so many countries—including the United States—are endorsing a Statement of Principles today to strengthen the resilience of the region's defense industrial bases," which will benefit security and stability in this region and beyond.

## Statement of Principles for Indo-Pacific Defense Industrial Base Collaboration

Recent global challenges and the current security environment have highlighted the importance of defense industrial resilience. In adopting this statement of principles, the participants endeavor to pursue collaborative actions, bilaterally and multilaterally and in accordance with national policies, to enhance our shared defense industrial resilience.

### The following principles will guide these collaborative actions among likeminded participants:

- Ensuring shared defense industrial resilience is vital to the continued regional security, economic security, and prosperity of the Indo-Pacific.

- Strengthening defense industrial resilience requires collaborative action to expand industrial base capability, capacity, and workforce; increase supply chain resilience; promote defense innovation; improve information sharing; encourage standardization; reduce barriers to cooperation; and otherwise mitigate potential vulnerabilities and facilitate collaboration.
- Optimizing collaboration requires accounting for the needs, capabilities, and comparative advantages of participants' industrial bases consistent with free and fair market competition and protection of intellectual property.
- Conducting collaborative action will not be limited to governments, but also include industry, capital providers, academia, and other forms of partnership.
- Fostering further dialogue is needed to promote collaboration and increase shared defense industrial resilience.

### Background

Today's announcement follows the January 2024 release of the Department of Defense's National Defense Industrial Strategy (NDIS), which identified engagement with allies and partners to expand global defense production as a key line of effort toward advancing resilient supply chains. The NDIS states that the Department "must work with allies and partners through both multilateral and bilateral agreements to boost defense production, innovation, and overall capability."

Source: [www.defense.gov/News/Releases/Release/Article/3793618/endorsing-a-statement-of-principles-for-indo-pacific-defense-industrial-base-co/](https://www.defense.gov/News/Releases/Release/Article/3793618/endorsing-a-statement-of-principles-for-indo-pacific-defense-industrial-base-co/)

## WPS Cohort *continued from page 11*

### INSPIRATIONAL DEDICATION AND COLLABORATIVE EFFORT

"The Fellows' dedication to this initiative was nothing short of inspiring," said Dr. Belinda Yeomans. "Their collaborative effort, marked by rigorous research, extensive consultations, and strategic planning, culminated in a draft plan that is both comprehensive and actionable. The support and guidance from General Fadzillah played a crucial role in shaping their approach. This ensured the plan is aligned with Malaysia's broader security goals."

### LINKING WOMEN'S SECURITY TO NATIONAL AND REGIONAL STABILITY

The Fellows' work is grounded in the understanding that women's security is a fundamental component of human security. They recognized that when women are

safe, empowered, and active participants in their communities, it leads to stronger, more resilient societies. This, in turn, contributes to national stability and has positive ripple effects on regional security.

By addressing issues such as gender-based violence, economic inequality, and limited access to education and healthcare, the WPS NAP aims to create an environment where women can thrive. This approach not only enhances the security and well-being of women but also strengthens the social fabric of the nation, making it more resilient to internal and external threats.

### LOOKING AHEAD: IMPLEMENTATION AND ADOPTION

The Fellows will return to Malaysia with their draft WPS NAP, ready to present it to various government ministries for review and input. The team plans to submit it to

parliament for approval by 2025. The plan's adoption and implementation by 2026 will require resource allocation and sustained commitment from various stakeholders, including government agencies, civil society organizations, and international partners. The successful implementation of the WPS NAP will mark a significant milestone in Malaysia's journey towards achieving comprehensive security and fulfilling its international commitments.

The Malaysian Cohort's efforts to draft the Women, Peace, and Security National Action Plan reflect a deep commitment to enhancing both national and regional security through the empowerment and protection of women. Their work serves as a testament to the critical link between gender equality and sustainable peace, setting a powerful example for other nations to follow.



## ENHANCING RESILIENCE: ADVANCING THE PHILIPPINES & VIETNAM PARTNERSHIP

Increasingly sophisticated competition in the Indo-Pacific requires countries to harness whole-of-society efforts to protect their interests and enhance resilience. The Philippines and Vietnam are two countries heavily exposed to coercive activities, particularly in the maritime, economic, and cognitive domains.

To assist both countries in identifying steps to counter these assertive actions and expand dialogue under their Strategic Partnership, the Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) and the National Graduate Institute for Policy Studies (GRIPS) hosted a bilateral workshop in Yokohama, Japan. Thirty Track 2 participants from leading universities, think tanks, and industries in the Philippines and Vietnam met on April 8–11, 2024, for candid discussions about the shared challenges of building resilience to coercive activity.

According to the workshop academic lead, Dr. Lori Forman, “Expanding use of coercive actions threatens the rules-based order, which is the basis of a free, open, and resilient Indo-Pacific region.” Forman noted that together with GRIPS and U.S. interagency colleagues, the team designed this workshop around the notion that it is easy to break one stick but hard to break a bundle. “We are more resilient when we work together.”

Participants identified multiple cases where both countries have experienced coercion in the maritime, economic, and cognitive domains. During the final day of the workshop, they proposed numerous domestic and bilateral recommendations to increase resilience and mitigate the effects of coercive activities. Chargé d’Affaires Ray Greene, from the U.S. Embassy Tokyo, provided commentary on the recommendations.

“Before this workshop, there were few opportunities for Track 2 participants from the Philippines and Vietnam to meet on these topics,” noted DKI APCSS Professor Dr. Alex Vuving. “This was a unique forum for discussing shared challenges and developing joint ideas.” By the close of the workshop, several



Thirty Track 2 participants – from leading universities, think tanks, and industries in the Philippines and Vietnam



Participants discuss opportunities to collaborate.



Dr. Nguyen Hong Hai

participants made agreements to co-author articles on topics of mutual interest. The group also expressed strong interest in continuing this Track 2 dialogue.

Dr. Forman noted, “The true strength of this workshop was the diversity of participants across public and private sectors while also incorporating functional expertise within the economic, maritime, and cognitive (information) domains.”

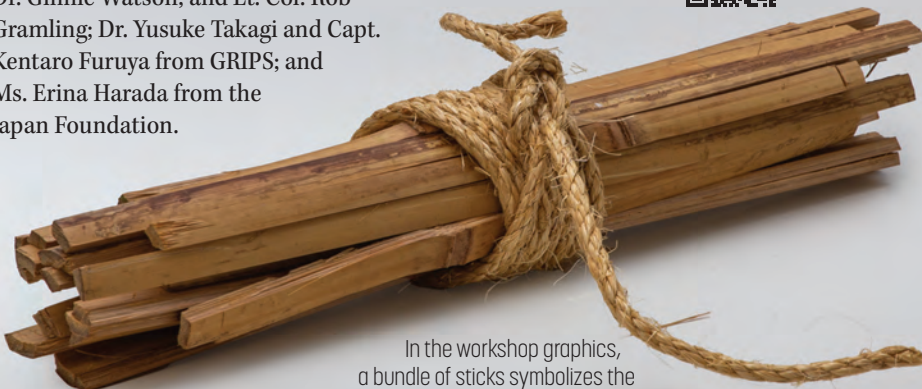
According to DKI APCSS Director Pete Gumataotao, “In-region workshops like this play an important role in developing relationships and building shared awareness of challenges with the fundamental goal of creating conditions for increased cooperation.”

Facilitators for the workshop included DKI APCSS faculty Dr. Alex Vuving, Dr. Ginnie Watson, and Lt. Col. Rob Gramling; Dr. Yusuke Takagi and Capt. Kentaro Furuya from GRIPS; and Ms. Erina Harada from the Japan Foundation.

Expert presentations and commentary were provided by Ambassador Kentaro Fujimoto (Japan Ministry of Foreign Affairs), Dr. Narushige Michishita (GRIPS), Dr. Euan Graham (Senior Analyst, Australian Strategic Policy Institute), Ms. Kristi Hunt (Indo-Pacific Security Affairs, U.S. Dept. of Defense), and Chargé d’Affaires Ray Greene (U.S. Embassy Tokyo).

At the close of the workshop, Director Gumataotao expressed gratitude for the close collaboration with GRIPS and the active participation of the Philippines and Vietnam experts. This workshop laid a solid foundation for a continuing Track 2 dialogue between the Philippines and Vietnam.

Watch the  
Video



In the workshop graphics, a bundle of sticks symbolizes the collective strength achieved through unity.





# DKI APCSS Hosts Resilience Workshop

Looking at ways to counter global hybrid threats and malign influence was the focus of a workshop on “Building Whole of Society Resilience” held June 24-27 in Honolulu.

The three-day workshop, hosted by the Daniel K. Inoué Asia-Pacific Center for Security Studies and the George C. Marshall European Center for Security Studies, brought together more than 40 experts from around the world to exchange lessons learned and best practices on building resilience.



Marshall Center Director Barre Seguin introduces a virtual speaker from Germany.

## Objectives for the workshop included:

- Increase participant understanding of hybrid threats and related vulnerabilities;
- Exchange lessons learned and best practices in building resilience;

- Identify key areas for expanded cross-sectoral and international cooperation among likeminded allies and partners;
- Facilitate ongoing professional networking in order to continue these exchanges beyond the current workshop.

“While we’re globally confronting similar grey zone intrusions and irregular warfare, we seldom come together in a global way that is represented via this workshop, which increases the strength of our partnership for dealing with this acute security challenge,” said Marshall Center Director Barre Seguin.

## Workshop key takeaways:

- Resiliency is an enduring effort, not an end state.
- There is growing recognition of the importance of sharing best practices and lessons learned.
- It is vitally important to continue to build awareness across the whole of society.
- The term “hybrid threats” may not resonate with civil society. There needs to be better narratives that explain these threats and which convey an appropriate sense of urgency across various communities, as well as nationally, regionally and internationally.

- Nations need to resource (people, plans, and programs) for resiliency and make clear their expectations.
- Rebuilding trust within our communities/countries will lead to better resiliency.

This workshop was the final one for DKI APCSS Director Pete Gumataotao.

“It’s enormously pleasing to me to see this enduring effort, working in consonance with our fellow regional Center, on a topic that is so relevant across our boundaries. As we saw during COVID, resilience is essentially across the whole of society,” he said.

He concluded by saying, “This workshop brings in so many different organizations, at the right level, to discuss things to develop a more resilient way ahead. We are taking a global view because the world is listening. Having countries from both the Indo-Pacific and Europe attend this workshop is a testament to how well the regional centers are working in concert.”

“This workshop is the second in a series of events aimed at sharing international experiences and best practices in countering these threats,” said workshop lead Dr. Sam Mullins. “We planned this event to emphasize building whole-of-society resilience and cooperation so that those who are targeted are able to lessen the impact, adapt, and ‘rebound forward’.”





## THE STRENGTH OF ALLYSHIP:

Cultivating Belonging for Team Success

By Dr. James Minnich

Since the 1948 Women's Armed Services Integration Act, the U.S. has struggled with genuinely including women in the security sector. Despite legislative advances, a transformation in the core culture of male-dominated systems remains elusive, with ongoing issues of sexism, exclusion, and sexual violence. This highlights a critical distinction between integration and inclusion in the security sector: integration involves women adapting to pre-existing structures, while inclusion requires systemic changes that fully support and empower women.

Gender allyship plays a central role in facilitating this transformation. Men must move beyond passive acceptance and actively engage as allies by confronting sexism and fostering a culture of belonging. This includes being visible advocates for inclusivity, understanding the complexities of sexism

and its impacts, and taking concrete actions to promote women's leadership and embed inclusivity within organizational practices.

The necessity for this shift goes beyond moral considerations; it also impacts organizational effectiveness and national security. A security sector that marginalizes women is inherently compromised. Men must lead the charge toward sustainable and meaningful inclusion, creating a security environment where everyone feels safe, respected, and valued, ultimately ensuring a stronger and more resilient sector for all.

The U.S. Naval War College (NWC) hosted the 10th iteration of its Women, Peace, and Security (WPS) Symposium onboard Naval Station Newport on May 2-3. The



Dr. James Minnich (2nd from right) participates in a WPS panel at the Naval War College.

symposium, themed "Advancing Gendered Security in a Complex World: Hard Power, Smart Power, Soft Power," aimed to foster a shared understanding of the complex and dynamic global security environment by examining women's influence and experience as stakeholders and catalysts of change alongside men.



The DKI APCSS Security Nexus is a free, open access, international, peer-reviewed, online publication for DKI APCSS faculty and alumni. It features original research, reviews, policy papers, and management articles in the broad area of security cooperation with a special focus on security-sector development, crises, disasters, counter-terrorism, maritime, and other transnational security challenges. Security professionals, military, government workers, diplomats, academics, researchers, and students are encouraged to consider aspects of their work and projects for publication.

- **Book Review: Sri Lanka's Easter Sunday Massacre-- Lessons for the International Community**  
By Lumpy Lumbaca
- **Popular MDA Initiatives and Implications for ASEAN**  
By Hoang Do
- **The Strength of Allyship: Cultivating Belonging for Team Success**  
By James Minnich



You can find the following articles  
on our website at:  
[www.dkiapcss.edu/nexus](http://www.dkiapcss.edu/nexus)



# DKI APCSS FACULTY

## Support our Sister Centers and other Partners

Over the past six months, DKI APCSS faculty have traveled the globe, sharing their expertise and contributing to various international security and strategic initiatives.

Here are some of our recent engagements:

01. U.S. Coast Guard Captain Erin Williams and Cmdr. Yvonne Yang traveled to Tanzania to support a maritime workshop hosted by the Africa Center for Strategic Studies.
02. Professor (retired U.S. Navy Cmdr.) David McElyea participated in a maritime workshop hosted by the Near East South Asia Center for Strategic Studies in Indonesia.
03. Dr. Lumpy Lumbaca shared his expertise at an INDOPACOM IW Conceptualization Workshop hosted by the Irregular Warfare Center.
04. U.S. Navy Captain Josh Taylor attended the Global Security Conference 2024 hosted by the Center for Strategic and International Studies (CSIS).



Cmdr Yvonne Yang (left) at Africa Center workshop.



David McElyea participated in a NESA Maritime Workshop held in Indonesia.



Dr. Lumpy Lumbaca at an IRWC conference.



# FACULTY ARTICLES PUBLISHED EXTERNALLY

Article links available at [dkiapcss.edu/latest-news/](http://dkiapcss.edu/latest-news/)



## **SOUTH KOREA'S OFFENSIVE MILITARY STRATEGY AND ITS DILEMMA**

Author: Dr. Sungmin Cho  
Published by the Center for  
Strategic and International  
Studies

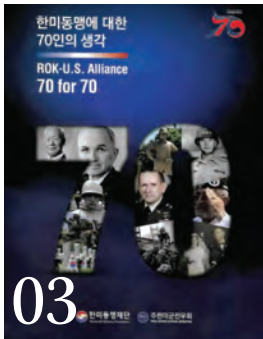


## **"THE EVOLUTION OF VIETNAMESE FOREIGN POLICY IN THE DOI MOI ERA."**

Author: Dr. Alexander Vuving  
Published as a chapter in the book:  
"Vietnam: Navigating a Rapidly  
Changing Economy, Society, and  
Political Order" by Börje Ljunggren and  
Dwight Perkins, eds.

## **"VIETNAM HEADED TO THE FUTURE WITH A DEFECTIVE COMPASS"**

Author: Dr. Alexander Vuving  
Published by the *East Asia Forum*.



## **"FROM FIREBASE TO FAO: A FORTY-YEAR FRIENDSHIP WITH KOREA"**

Author:  
Dr. James M. Minnich  
Published by the ROK-US Alliance  
Foundation and the Korea Defense  
Veteran's Association book  
"ROK-US Alliance: 70 for 70."



## **OPed: A PRESCRIPTION TO REVIVE THE MYANMAR ECONOMY**

Author:  
Dr. Miemie Winn Byrd  
Published by DKI APCSS



## **EVERYTHING EVERYWHERE ALL AT ONCE**

Authors: Dr. Ethan Allen, Dr. Sebastian Kevany, and  
Dr. Srinivasan,  
Published by the *Journal of Indo-Pacific Affairs*



## **ADDRESSING THE DIVERSITY OF WATER CHALLENGES IN THE INDO-PACIFIC: NEED FOR BROAD COOPERATIVE APPROACHES**

Author:  
Dr. Ethan Allen  
Published by the *Jl Indo-Pacific Affairs*  
March-April 2024, pp 1-15.



Understanding the key challenges is crucial in a world of complex and evolving security threats. Watch the Daniel K. Inouye Asia-Pacific Center for Security Studies Security Nexus Webinar series to gain essential insights into the most pressing issues shaping the Indo-Pacific region and the world. Scan the QR code or go to [dkiapcss.edu/the-security-nexus-webinar](https://dkiapcss.edu/the-security-nexus-webinar) to watch all episodes.



## EPISODE 6: POWER PLAY IN SOUTH ASIA

This webinar featured DKI APCSS' Professor Shyam Tekwani and explored the intricate geopolitical landscape of South Asia. Discussions delved into post-election dialogues, India's regional relations, the influence of internal political systems on regional politics, and the significant role of ethnic groups in South Asia.



## EPISODE 7: TAIWAN'S POST-ELECTION STRATEGIC FUTURE

Professor Michael Burgoyne and host Dr. James Minnich navigated Taiwan's post-election trajectory, unraveled geopolitical tensions, and explored defense strategies. This webinar provided valuable insights into Taiwan's evolving landscape post-election, encompassing economic resilience, diplomatic initiatives, and security measures.



## EPISODE 8: MYANMAR: THREE YEARS OF CONFLICT, WHAT'S NEXT?

In this episode, Dr. Miemie Winn Byrd shared her unique insights shaped by her Burmese heritage and distinguished career in the U.S. Army and academia. Discussions included the current state of Myanmar's conflict, international response, and the role of major powers like the United States and China.



## EPISODE 9: FISHING FOR SECURITY FROM SEA SLAVERY

This webinar featured maritime expert Ms. Anny Barlow. Key discussion points included the impact of illegal, unreported, and unregulated (IUU) fishing on global security, innovative strategies to combat forced labor in the fishing industry, and the role of multinational corporations in fostering ethical and sustainable ocean use.



## EPISODE 10: AUSTRALIA'S FIRST FEMALE COMMANDO: A TALE OF RESILIENCE

Lt. Col. Robyn Fellowes shared her experiences from her early life on a Queensland farm, her path to becoming the first Australian woman to earn the Commando Green Beret, and her extensive global operational experiences. In this webinar, she discussed her pivotal role as a Military Gender Advisor, her influence in shaping the role of women in the military, insights from her memoir "Wings of Change," and her invaluable advice for aspiring leaders.



## EPISODE 11: NORTH KOREA: BEYOND THE HEADLINES – UNVEIL THE REALITY WITH GLYN FORD

Mr. Glyn Ford, a world-renowned expert on North Korea, with host Dr. James Minnich, peeled back the layers of sensational headlines to reveal the complex dynamics shaping the future of the DPRK. With nearly 50 visits to North Korea, Mr. Ford brought unparalleled insights into the regime's motivations, challenges, and potential paths. They delved into the nuanced political, social, and economic landscape of North Korea beyond the nuclear rhetoric and unpacked recent developments, including the implications of the "main enemy" designation.



## EPISODE 12: BOLSTER RESILIENCE AND RESTORE TRUST IN THE INFORMATION ENVIRONMENT

In an era where falsehoods spread faster than the truth, Security Nexus Webinar Episode 12 addressed the urgent need for societal resilience and the restoration of trust within our Information Environment. Led by Colonel James Minnich (Retired) and featuring Professor Beth Kunce, the discussion offered practical strategies to counter misinformation, protect citizens, and build an ethical, trustworthy digital landscape.

## EPISODE 13: COMPETING IN THE GRAY ZONE

"Competing in the Gray Zone" with Dr. Sam Mullins asked the question...."The world is changing...are your strategies?" Nations were vying for dominance in the Gray Zone – a shadowy realm of covert operations, cyber-attacks, and relentless disinformation campaigns waged below the level of open warfare.

## EPISODE 14: THE GREAT GAME OF DIGITAL DOMINANCE

Technology reshaped the global order. Nations no longer competed solely through military power but through technological dominance. From semiconductors to artificial intelligence, control of critical and emerging technologies translated into economic power, national security, and global influence. Our webinar, "The Great Game of Digital Dominance," featuring Dr. John Hemmings and hosted by Dr. James Minnich, offered expert insights into the escalating tech rivalry and its profound implications for the future.

## EPISODE 15: THE PHILIPPINES BUILDS SECURITY, FACES CHALLENGES

In a rapidly changing Indo-Pacific, understanding the Philippines' strategic decisions was critical for policymakers, military leaders, and anyone invested in regional stability. The Philippines, a crucial player, faced a dynamic security landscape shaped by historical alliances and modern partnerships, like the recent trilateral summit. As the nation navigated complex regional shifts, including China's assertiveness, it leaned on partners like Japan. In this webinar, featuring Dr. Virginia Bacay Watson, we explored how the Philippines strengthened its security framework while confronting these pressing challenges.

## EPISODE 16: UKRAINE WAR, GLOBAL POWER SHIFTS, AND SECURITY IMPLICATIONS FOR THE INDO-PACIFIC

The war in Ukraine not only altered the European security landscape but also triggered significant shifts in global power dynamics. These changes rippled across regions and affected international relations far beyond Europe. The implications were profound and multifaceted for the Indo-Pacific, a region already marked by strategic competition. In this episode, Dr. Rouben Azizian and host Dr. James Minnich discussed how the Ukraine war was reshaping global and regional orders.

## EPISODE 17: OUTLAW EMPIRES: THE RISE OF MOTORCYCLE GANGS AND THE GLOBAL SECURITY THREAT

Outlaw motorcycle gangs (OMGs) were rapidly expanding their criminal empires, posing an escalating threat to national and transnational security. In this episode, we delved into these organizations' origins and evolution, sophisticated criminal networks, and impact on communities worldwide. Michael Will, a veteran investigator with decades of experience combating organized crime, revealed the inner workings of OMGs, their involvement in drug trafficking, human trafficking, and cybercrime, and the challenges law enforcement faced in dismantling these illicit networks.

## EPISODE 20: INDIA'S SECURITY OUTLOOK IN MODI'S THIRD TERM

This episode explored the critical impacts of Modi's policies on India's relationships with neighboring countries, its strategic role in international forums, and its military and diplomatic posture in the strategically vital Indo-Pacific region. Throughout this discussion, Professor Shyam Tekwani and host Dr. James Minnich assessed how changing global alliances and Modi's internal policies, particularly those that stirred debates about India's democratic integrity, influenced India's ability to navigate complex international waters.







## KEY LEADER ENGAGEMENTS

DKI APCSS hosted over 450 Key Leader engagements from January to July 2024 to discuss relevant national security topics and enhance DKI APCSS collaboration, networks, and outreach in the region. Key leader engagements supported several U.S. mission partners and various leaders from each of the four Indo-Pacific sub-regions.

- |  |  |   |
|--|--|---|
| 01. <b>Maj. Gen. Jone Logavatu Kalouniwai</b><br>Commander, Republic of Fiji Military Forces | 07. <b>Adm. Steven D. Poulin</b><br>Vice Commandant, U.S. Coast Guard  | 12. <b>Advanced Strategic Leadership Studies Program (ASLSP) field study visit</b>                  |
| 02. <b>U.S. Naval War College's Naval Command College field study program</b>                | 08. <b>Gen. Songwit Noonpakdee</b><br>Chief of Defense Forces, Royal Thai Army   | 13. <b>Sen. Dan Sullivan</b><br>R-Alaska  |
| 03. <b>National Defense University (NDU) Capstone Fellows (24-3)</b>                         | 09. <b>Vice Adm. Craig Clapperton</b><br>Commander, U.S. Fleet Cyber Command/U.S. Tenth Fleet/Joint Force Headquarters-Cyber | 14. <b>Daniel J. Kritenbrink</b><br>Assistant Secretary of State for East Asian and Pacific Affairs |
| 04. <b>Director James Hursch</b><br>Defense Security Cooperation Agency                      | 10. <b>Ambassador Nguyen Quoc Dzong</b><br>Vietnam's ambassador to the U.S.  | 15. <b>Vice Adm. Tarun Sobti</b><br>Deputy chief of the naval staff, Indian Navy                    |
| 05. <b>Ambassador Caryn McClelland</b><br>U.S. Ambassador to Brunei                          | 11. <b>Dr. Ely Ratner</b><br>Assistant Secretary of Defense for Indo-Pacific Security Affairs                                |   |
| 06. <b>NDU International Fellows</b>   |  |   |







## Hail & Farewells



Regional Security Studies Volunteer Program participants - Spring/Summer 2024

### HAIL

Jeren Akmyradova.....	CSS	Kaiya Inouye.....	Intern
Isabel Adams.....	Intern	Skylar Jackson.....	Intern
Candace Besherse.....	Legal	Angwara "Mick" Jinapongpichart.....	EOG
Lt. Col. Sean Boudie.....	CSS	Andreea Masila.....	CSS/Visiting Scholar
Alexis Coughlin.....	Intern	Jacob Oster.....	Intern
William Coughlin.....	Intern	Elizabeth Paparo.....	Intern
Haleigh Dilks.....	Intern	Ryan Reeves.....	ISD
Elliot Fox.....	Admissions	Alex Schwier.....	Intern
Staff Sgt. Samantha Heath.....	Admissions	Jackson Scott.....	Intern
Dr. John Hemmings.....	CSS	Tess Schwalger.....	Intern
Warner Hoshide.....	Intern	Harlow Thomas.....	Intern

CSS: College of Security Studies  
DABO: Department of Admissions  
and Business Operations  
EOG: Executive Operations Group

ISD: Information Services Dept.  
REO: Regional Engagement Ops.  
RM: Resource Management



Dr. John Hemmings returns to the faculty.



Candace Besherse is our new lawyer.,





## FAREWELL

01. Dr. Tim Buehrer .....CSS  
 02. Col. Joseph Coughlin ..... DABO  
 03. Col. Jacqueline Hearne .....CSS  
 04. Capt. Harry Saito .....CSS  
 05. Kaleo Norman .....ISD  
 06. Jan Arakaki .....EOG  
 07. Melanie LaGasse Valle .....Library  
 08. Kristine "Tintin" Boswell .....REO  
     Col. Ryan Agee .....CSS  
     William Britt III .....Intern/PAO  
     Dr. Sungmin Cho .....CSS  
     Alexis Coughlin .....Intern  
     William Coughlin .....Intern

Maj Eric Dahlmann .....CSS  
 Annabel Doherty .....Intern  
 Maj. Brent Feller .....CSS  
 LSSN Morgan Faciane .....RM  
 Elliot Fox .....Admissions  
 Raquel Garbers .....CSS/Visiting Scholar  
 Benjamin Green .....Intern  
 Jeanine Markley .....Intern  
 Maj. Jennifer Matthews .....CSS  
 Jacob Oster .....Intern  
 Lt. Col. Alex Park .....CSS  
 Dong Sun Kim .....Intern  
 Alexandria Turnbull .....Intern  
 Cmdr. Yvonne Yang .....CSS



# Travel Office

By William Britts III

Hundreds of Fellows come to the Daniel K. Inouye Asia-Pacific Center for Security Studies each year, and one of the earliest contacts they have with the center is the Travel Office. Established in September 2008, the Travel Office was created to standardize staff and Fellow travel. These days, the team processes travel arrangements for about 400 foreign and international travelers and more than 100 staff travel orders per year. In addition to these responsibilities, travel staff has expanded their initial charter to serve as Department of Defense pay and passport agents.

**CLIFTON “CLIF” JOHNSON** leads the travel team, having joined DKI APCSS in 2008 before such a title existed. Clif had worked at the U.S. Indo-Pacific Command, the final assignment in his long 30-year career as a Navy officer. Focused primarily on warfighting before, Indo-Pacom gave Clif the chance to experience life at DKI APCSS, where he was inspired by the different people and cultures that pass through the center. When he joined the center, there was no Travel Office as we know it today. Back then, everyone arranged their travel individually, resulting in volatile travel costs for DKI APCSS. This system also resulted in uneven workloads because the deputy director had to approve all travel requests, both the concepts and the final executions. With the creation of the Travel Office, the team standardized the travel process, shifting tasks and responsibilities around so the deputy only had to manage Front Office travel approval. In addition, Clif enhanced and expanded the capabilities of the Travel Office, cross-training his staff members in their respective jobs and enabling them to act as Department of Defense passport agents that can serve DKI APCSS and other military members. When Clif is not busy, he plays billiards, swims, and spends time with his family. After 16 years of dedicated service, he plans on retiring this year.

**CINDY HONDA**, a travel assistant and passport agent, has been working in the travel industry for more than 30 years, with her last job being at the CWT Sato Travel office, a travel agency specializing in military and government service, over on Hickam alongside Jennifer “Jen” Hayslett.



The Travel Team: Jen Hayslett, Ellen Macaraeg, Clif Johnson and Cindy Honda

According to Cindy, Jen was the first to test the waters in early 2022, convincing her to transfer to DKI APCSS in March of the same year. In addition to being a certified Department of Defense passport agent, Cindy is a board member of Kokua Hui, a nonprofit organization at DKI APCSS dedicated to supporting staff and faculty. As part of Kokua Hui, she helps stock snacks in the staff kitchen and organizes donations to maintain a consistent supply. She also leads the Center’s K-drama Club.

In certain respects, Cindy occupies contrasting worlds. On the one hand, she loves the dynamics of the travel world, working with clients to get them where they need to be, and being able to travel abroad for courses and meetings. On the other hand, she loves spending time at home, catching up on the hottest Korean, Japanese, and Chinese live-action drama series wherever they may be streaming. Cindy is local to the island, having grown up in Hawai’i Kai before moving to Mililani. Although she does not intend to leave the island permanently, Cindy has personal interests abroad, as she hopes to attend concerts for the South Korean boy bands NCT 127 or NCT Dream soon, as well as visit Japan and partake in a cruise next year.

**JEN HAYSLETT**, the lead transportation assistant in the Travel Office, started from a modest beginning as a contractor at the CWT Sato Travel office in Hickam alongside Cindy. Jen initially wanted to transfer to a GS position; however, as time passed, she enjoyed being at the office less and less. One day, Jen saw a job opening on USAJobs here at DKI APCSS and decided to apply. Almost immediately upon arriving, Jen fell in love with the center and told Cindy to come over, who then told Ellen to tag along.

For Jen, the difference between the two offices was almost night and day. The people, the atmosphere, sense of family, belonging, and openness here at DKI APCSS make every day of work an en-

joyable experience. The center also offers Jen the opportunity to travel abroad as part of her work, as in 2022 she was able to visit Indonesia for the first time.

Outside of work, Jen is very family-oriented. She has two children, both of whom are entering the U.S. Air Force in their respective ways. After years of centering her life around their lives, Jen likes to spend her free time relaxing with her husband, who has a high-stress job of his own. Together, they read books of various genres, go to the beach to swim and sunbathe, and go on walks to enjoy the local land. To top everything off, Jen will see her first grandchild later this year.

**ELLEN MACARAE**, who also works as a travel assistant, joined DKI APCSS in 2022. She appreciates the warm, open atmosphere and the sense of personal connection that DKI APCSS fosters—traits that were often difficult to find in her previous positions.

Originally from the Philippines, Ellen moved to the island in 2010 after her sister petitioned for her to come over. She began her island life in the Salt Lake area, working in downtown Honolulu’s parking industry while attending a technical school. One of her mentors at the school recommended her for a position in the travel office at Fort Shafter, marking the start of her career in the travel industry. Around this time, she found and purchased a place to live close to DKI APCSS at an affordable price. This investment paid off immensely, as it takes Ellen only about 10 minutes to get to the center.

When not diligently fulfilling the travel needs of DKI APCSS, Ellen enjoys spending most of her time with her family. She loves to explore the island’s natural beauty through hiking. One of her favorite hikes is Diamond Head, which is easily accessible by bus and offers beautiful views early in the morning.



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**Dr. Srinivasan Sitaraman** - Regional Conflict; South Asia; Geopolitics; Technology and International Security; United Nations and International Law; Global Governance

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**Capt. Erin Williams**, U.S. Coast Guard - Marine Safety; Maritime Security; Maritime Governance; Women, Peace, and Security; Oceania

**Cmdr. Yvonne Yang\***, U.S. Coast Guard - Maritime Security; Pollution Response; Search and Rescue

**Dr. Belinda A. Yeomans** - U.S.-Japan Security Alliance; Northeast Asian Security Relations

\* Denotes Service Fellow in a six-month or one year assignment

## ADMISSIONS

**Chief** - Fred Frederick

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