



## COURSE OVERVIEW

### Transnational Security Cooperation 25-2

December 7 – 12, 2025



Welcome to the Transnational Security Cooperation course (TSC 25-2) at the Daniel K. Inouye Center for Strategic Studies located in Honolulu, Hawai'i. We are looking forward to your participation during the week of 7 – 12 December 2025. You will be joining approximately 45 Senior Executive Fellows (course participants) from 20 countries and 2 international organizations from across the Indo-Pacific region.

### Purpose

The Center's TSC courses bring together senior military and civilian security practitioners in a cross-national, cross-cultural, safe and comfortable environment where all presentations and discussions are conducted under Chatham House rules of non-attribution. We have found that course presentations, exercises, and discussions stimulate greater understanding of critical security issues as well as help refine approaches to managing their complexities. We have found that shared diverse perspectives encourage strengthened collaborative policies and actions.

### Overview

The theme of TSC 25-2 is **Strengthening Regional Deterrence and Strategic Readiness in the Indo-Pacific**. Over the past 15 years, the meaning of strategic deterrence has evolved from a comparatively narrow focus on Cold War era nuclear doctrine into a broader, less focused multi-instrument strategy to shape adversary behavior over multiple domains.

Strategic deterrence now incorporates dynamically changing areas, including, but not limited to cyber, gray zone, AI disruption, and space operations, activities and investments. The weaponization of economics and the merging of irregular warfare and transnational crime further complicate achieving local and national resilience.

Such changes necessitate proactive campaigning, an ongoing process of ensuring rapid reaction and refinement to threats from states and non-state actors. This involves adjustments to force postures, integrated signaling, resilience building, and coordinated activities among friends and allies on logistics, supply chain adjustments, and defense industrial base development. Strategic deterrence is increasingly complex and fluid. It involves managing escalation, not merely deterring it.

Transnational cooperation now involves nuclear and non-nuclear states working together to achieve effective alliance-centric postures where credibility derives from collective posture, joint exercises, integrated plans, and partner resilience. Friends and allies are moving beyond just war prevention to spectrum-wide competition management that addresses denial, resilience, and cost-imposition. That said, traditional nuclear deterrence is still an ongoing challenge as it too goes through an evolution in response to worrisome rhetoric from some existing nuclear states.

Our week together should be well spent as we work to address these issues. Please see the following pages for the **Course Schedule** and details on **Logistics**.

With all best wishes and highest regards,

LTC Walter Pratt & Dr. Richard Vuylsteke  
TSC 25-2 Course Managers



## Transnational Security Cooperation Course 25-2



Sunday, 7 December	Monday, 8 December	Tuesday, 9 December	Wednesday, 10 December	Thursday, 11 December	Friday, 12 December
Assemble at Hotel Transition to Center 1545	Cultural Welcome & Opening Remarks 0830	Opening Remarks 0830	Opening Remarks 0830	Opening Remarks / Reflections 0830	Opening Remarks 0830
Welcome & Orientation 1600	<b>Opening Polling</b> 0900	<b>AI as Disruptive Cyber Technology</b> 0845	Scene Setter: Indo-Pacific Command & Pearl Harbor 0845	<b>Electives Session 2</b> 0845	<b>Senior Leader Exercise</b> 0845
In-Processing 1630	<b>US Indo-Pacific Command Plans &amp; Programs</b> 0945	<b>Economics &amp; Security</b> 0945	Class Photo 0900 Depart for Camp Smith		
Course Introduction 1700	<b>Cyber Deterrence</b> 1100	<b>Transnational Crime Deterrence</b> 1100	<b>US Strategy in the Indo-Pacific</b> 1000	<b>China Deterrence</b> 1030	
Opening Reception 1745	Lunch: <b>Six Decades of Misinterpretation</b> 1200	Lunch: <b>Civil Defense &amp; Deterrence for Resilience</b> 1200	Lunch: <b>INDOPACOM Perspectives</b> 1130	Lunch: <b>Deterrence &amp; Leadership Lessons</b> 1200	
Return to Hotel 1830	<b>Gray Zone Conflict in the Indo-Pacific</b> 1330	<b>Electives Session 1</b> 1330	Depart Camp Smith 1245	<b>Dark Seas Exercise</b> 1330	Polling: Indo-Pacific Security 1400
	<b>Nuclear Deterrence Panel</b> 1445	Synthesis & Reflection 1500	Pearl Harbor Visit 1315-1530		Synthesis & Reflection 1545
	Synthesis & Reflection 1545	Admin: Travel Settlement 1530		End of Day 1600	
	End of Day 1600	Dinner on own	End of Day 1600		End of Day 1600
		Diamondhead Lighthouse 1700-1830			

## LOGISTICAL INFORMATION

### Transportation/Arrival at Honolulu

All International Fellows flying to Honolulu will be greeted at the Honolulu International Airport by the DKI APCSS Staff. Depending on your flight, we will meet you outside the international arrival exit or domestic baggage area. A staff member carrying a **DKI APCSS** welcome sign will be there to greet you. Please do NOT leave the airport without making contact with a staff member! If you are not able to find a staff member or you have experienced changes in your flight status or missed a connection, please contact 1-843-315-5177 for assistance.

As an option, we invite you to join our TSC 25-2 WhatsApp group using the QR code on the right. You can quickly communicate with our team during your travels to relay any issues or questions. We will also use the group to communicate real-time updates for the course.



Fellows traveling at the invitation of and funded by DKI APCSS are not authorized to change travel without written permission. Any change request must be routed through the U.S. Embassy in your home country. Changes must be justified with official business reasons. If you make any personal changes not coordinated with the U.S. Embassy in your home country, you will be liable for all costs incurred and any issues that may develop because of the change. *Any additional leave or travel after the course must be approved and coordinated with your U.S. Embassy before departing for the course.*

### Lodging: DKI APCSS-funded Fellows

DKI APCSS will arrange your room at the **Outrigger Reef Waikiki Beach Resort** located at 2169 Kālia Rd, Honolulu, HI 96815. We have a special rate for single occupancy at the Outrigger Reef Waikiki Beach Resort. This rate includes Wi-Fi in guest rooms and all areas of the hotel; refillable bottled water; filtered filling stations in the lobby; coffee & tea in the room, and fitness center access. The resort amenity fee is waived for all TSC course participants.

If you are bringing an additional guest, you are responsible for the difference in price beyond single-occupancy.

Any incidental charges (i.e., laundry, room service, etc.) and extra room nights outside the TSC course dates will also be at the travelers' expense. If you rent a car, this includes parking at \$30/day per vehicle, valet parking only. Additional person charges will also be at travelers' own cost. A credit card is required upon check-in.

### Check-out Information: DKI APCSS-funded Fellows

Hotel check-out time is 11:00 a.m. Single-occupancy hotel rooms and taxes will be paid on your behalf only for the nights of the course, as confirmed with you during the travel settlements/registration process. Spouses, children, or others are at your own expense as noted above as are any additional hotel nights and any other incidental charges. All attendees must check out at the front desk cashier to ensure all hotel bills are fully settled before departing.

NOTE: Gratuities (tips) to the bellman and the room maid are at the attendees' discretion.

### Lodging: Self-funded Fellows

Please indicate if your lodging is in a different location. Lodging instructions for self-funded participants are as follows:

- Lodging costs are at your own/your government’s expense.
- We recommend staying at the Outrigger Reef Waikiki Beach Resort. It is a short walk to DKI APCSS (approximately 10 minutes – see map below). Additionally, we meet the participants at the hotel’s Front Lobby and walk them to DKI APCSS for day 1 of the course.
- Our special rate at the Outrigger Reef Waikiki Beach Resort is \$202 per night for single occupancy (run of house, single occupancy) and \$290.00 USD (double occupancy). Third and fourth adults are at a charge of \$88.00 + 17.962% tax per night per person and are permitted in double occupancy rooms only. Children under 18 may stay for free in their parent’s room using existing bedding. The resort amenity fee is waived for all TSC course participants and will be honored upon check-in.
- Fees, taxes, and inclusions are subject to change without notice. The resort amenities include Wi-Fi in guest rooms and all areas of the hotel; refillable bottled water; filtered filling stations in the lobby; coffee & tea in the room, and fitness center access. Parking is \$30/day per vehicle, valet parking only. A credit card is required upon check-in.
- Ms. Bambie Phumsawat is the Military Reservations Coordinator. Please contact her directly to confirm the hotel booking. Please mention “TSC 25-2” in your note to be directed to the right place and to get the special rate. Here is Ms. Phumsawat’s contact information for reference.
  - **Bambie Phumsawat** | Military Reservations Coordinator  
 OUTRIGGER Hospitality Group  
 2375 Kuhio Avenue, Honolulu, Hawaii 96815 USA  
 T +1 808 921-6810 F +1 808 926-4368  
[bambie.phumsawat@outrigger.com](mailto:bambie.phumsawat@outrigger.com)

## Medical Services

If you are in a life-threatening situation, call 911 for assistance. Contact Mr. Anthony Frederick (843-315-5177) as soon as possible.

## Unofficial Transportation

The bell desk at your hotel can reserve taxis. You may also download U.S. ride share apps, ie. Uber and Lyft, to book rides. Oahu’s public transportation, “The Bus,” offers an economical island-wide transport. Exact change may be required. Additional information can be found at: <https://www.thebus.org>. For more information, visit the hotel concierge, who can provide a bus guide and timetable.

## Parking

If you are local and driving to DKI APCSS, enter the Hale Koa Hotel parking structure located next to DKI APCSS and pull a parking ticket. Bring the ticket with you, as it will be validated later in the day. *DKI APCSS does not validate parking for any other location.*

## Telephone Communication

Official phone calls can be made from DKI APCSS. Unofficial long-distance calls should be made from your hotel room or personal cellular phone. If preferred, telephone cards can be purchased from many convenience stores in the area.

PLEASE NOTE: The hotel may charge a service fee for calls beyond the amenity listed above. Please inquire with the hotel staff for exact rates.

## Mail Service

All official and personal mail destined for the U.S. and overseas locations must be sent through the U.S. Postal Service. The Waikiki Branch of the U.S. Post Office is located at 330 Saratoga Road, three hundred

meters from DKI APCSS. There is also a U.S. Post Office located at the Royal Hawaiian Shopping Center on Kalakaua Avenue (limited services available).

## **Day 1 Instructions: Sunday, 7 December**

We request all Fellows who are not local be at the **Outrigger Reef Waikiki Beach Resort** lobby by 3:45 p.m. on December 7, 2025. DKI APCSS staff members will meet you at the lobby to escort you to the Center for the registration day. For Fellows that choose to use your own computers for the course, please have your device with you to bring to DKI APCSS on Sunday. Part of the orientation will be to assist you to access the DKI APCSS guest network and the Learning Management System (LMS).

For local participants, please meet at the Center and park in the Hale Koa parking garage. Bring your ticket with you for validation.

**For DKI APCSS-funded fellows, please bring travel receipts with you on the first day, including any lodging for required in-transit overnight stays, your e-ticket receipt, taxi/visa fee receipts, and any luggage receipts. Without receipts, DKI APCSS is unable to reimburse you. You will meet with a Travel Office Representative to review any travel reimbursement/settlements during the course.**

Spouses are welcome to attend the reception on **Sunday, December 7, at 5:30 p.m.** Please let one of the DKI APCSS staff know if they would like to join, and we'll ensure someone meets them at the hotel lobby.

## **Course Attire**

"Aloha crisp" is standard attire: dress pants; a casual, open collar, patterned or batik shirt or dress; and appropriate shoe wear. No blue jeans, shorts, T-shirts, provocative clothing, or slippers (sandals) are to be worn. Keep in mind Hawaii is very warm, but our building is well-cooled by air-conditioning. We strongly recommend bringing a sweater, shawl or light jacket to wear while in our classrooms.

## **Attendance**

All events on the agenda are part of the DKI APCSS course experience and attendance at all course events is mandatory, so do not schedule any personal activities or visits at any time while your course is in session or during any of the team-building activities. Any exception to this policy requires the approval of the Director, DKI APCSS.

## **Spouse or children's attendance**

Although we do not sponsor/fund spouses or children accompanying Fellows during this demanding course, some Fellows will bring their spouses or children. Any Fellow who brings their spouse or children must understand that it is totally at their own expense. This expense includes airfare and possible extra room charges.

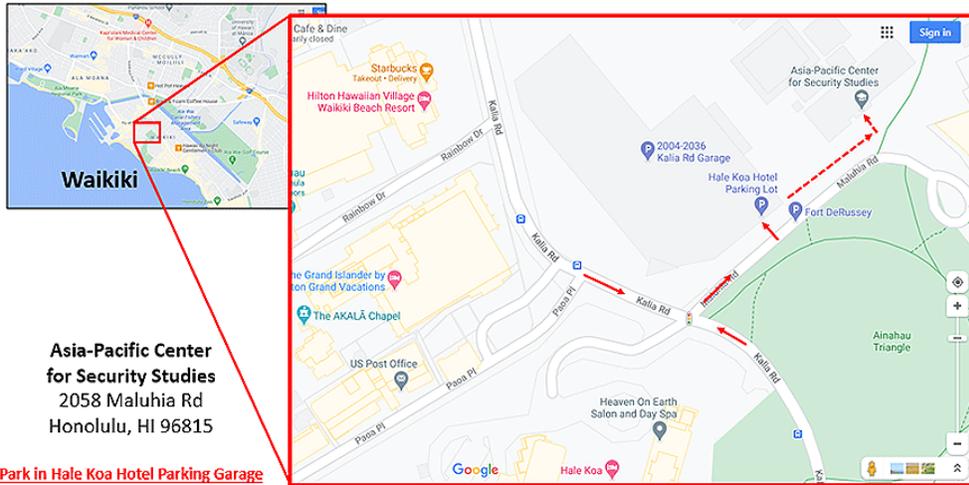
Please note that spouses are only allowed to participate in specified events that will be made clear as the schedule is refined.

## **Open Athens Accounts**

The DKI APCSS library encourages you to [register for an OpenAthens account](https://register.openathens.net/apcss.org/register) (<https://register.openathens.net/apcss.org/register>). The account grants you access to the library's databases during and after the course. Upon registration, you will be able to request articles remotely and gain access to electronic serials. We recommend using a personal email address to register.

## Location

DKI APCSS is located to the right of the Hale Koa Hotel parking garage entrance.



## Outrigger Reef Waikiki Beach Resort

