

FISCAL YEAR 2026-2030

Daniel K. Inouye Asia-Pacific Center for Security Studies

STRATEGY





DIRECTOR'S FOREWORD

The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) has stood at the forefront of strengthening regional deterrence and advancing cooperative security in the Indo-Pacific since its founding in 1995. The DKI APCSS FY26-30 Strategy builds on 30 years of success to achieve “Peace through Strength”, providing solutions to Indo-Pacific security challenges and strengthening regional security networks.

This strategy supports Department of War priorities articulated in the 2026 National Defense Strategy that focuses on U.S. homeland defense, deterrence in the Indo-Pacific, burden sharing with allies and partners, and supercharging the U.S. defense industrial base. DKI APCSS contributes to strengthening regional deterrence through promoting collaborative security solutions that enhance the capabilities of the U.S., allies, and partners and empower them to preserve peace and stability within the region.

Through our core functions to educate, connect, and empower the region's security practitioners, the Center cultivates collaborative problem-solving to address both traditional and emerging security challenges. The Center is committed to fostering a shared understanding of the security landscape across countries, ministries, and organizations, enabling synchronized efforts toward our common goal of regional stability.

Our vision is for the Center to be the premier intellectual platform for outcome-driven collaboration that enhances regional capacity and collective security. This strategy outlines our vision, mission, goals, and objectives for the next five years, ensuring DKI APCSS remains a key enabler of a free and open Indo-Pacific. Together, with our allies, partners, and stakeholders we will continue to build a secure and prosperous future for all nations in the region.

Thank you for your continued support and collaboration as we advance our mission.

Suzanne P. Vares-Lum, Major General (Retired), USA

Director

Daniel K. Inouye Asia-Pacific Center for Security Studies

“
*The Center
will strive
to become
a premier
intellectual
platform that
is recognized
for delivering
concrete
outcomes.*
”

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ASSESSMENT OF THE INDO-PACIFIC SECURITY ENVIRONMENT

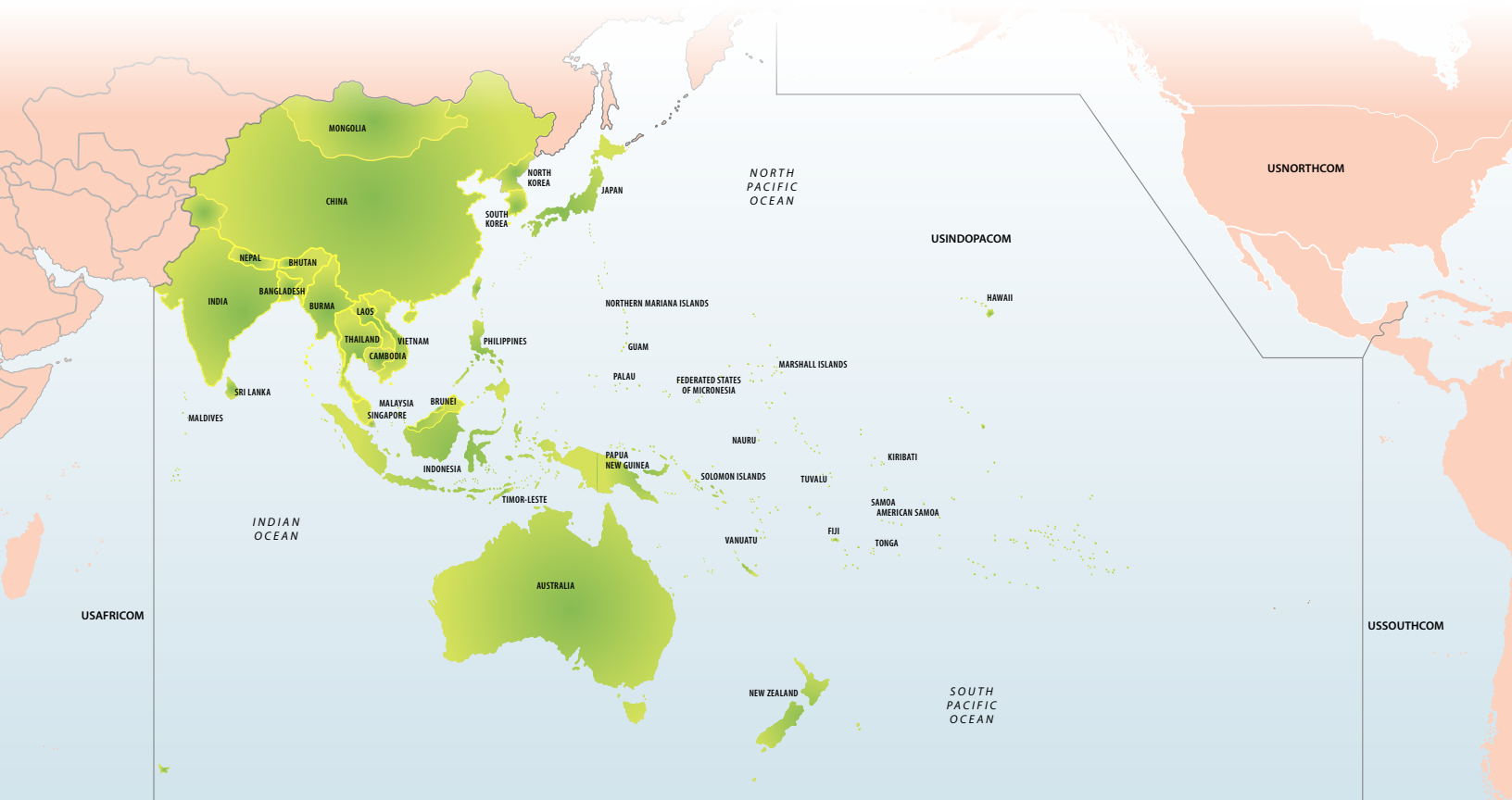
The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) is a U.S. Department of War (DoW) regional center for security studies that officially opened on September 4, 1995, in Honolulu, Hawaii. DKI APCSS convenes military and civilian security practitioners from the United States and Indo-Pacific nations to its comprehensive program of executive education and workshops, both in Hawaii and throughout the Indo-Pacific region, to advance solutions to regional and global security challenges – contributing to a Free and Open Indo-Pacific.

The interconnected challenges across domains demand a comprehensive and collaborative approach to deterrence in the Indo-Pacific. If unaddressed, Indo-Pacific challenges have the potential to negatively impact U.S. security and prosperity. To address these challenges, the U.S. Department of War (DoW) prioritizes U.S. homeland defense, deterrence, burden sharing by allies and partners across all threats, and supercharging the U.S. defense industrial base.

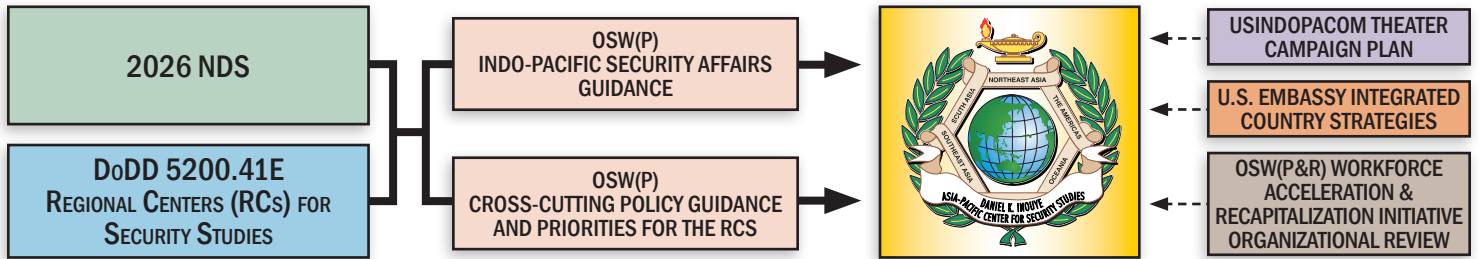
In this context, DKI APCSS possesses unique authorities, capabilities, and convening power to address key challenges while solving problems with allies and partners:

- **Common Threat Picture.** The vast and dispersed nature of the Indo-Pacific presents a challenge to cultivate shared understanding amongst allies and partners, hindering countries' abilities to deter and to defend respective homelands. Without a common threat picture, U.S., ally, and partner actions risk becoming desynchronized, weakening deterrence and defense.
- **Ally and Partner Contributions.** The United States relies on its allies and partners to help address increasingly complex security challenges, while allies and partners depend on the U.S. as a stabilizing force to their security. Each nation is best positioned to protect its own security, while the U.S. provides critical capabilities and a balance of power that helps ensure regional stability. This interdependence underscores the importance of collaboration to achieve peace through strength, where both the U.S. and its allies and partners work together to address shared challenges.

DKI APCSS engagement with allies and partners at the strategy, policy, and plans level results in greater contributions to regional security priorities. The DKI APCSS FY26-30 Strategy leverages the Center's role as a credible and trusted forum to confront pressing security and defense issues with the agility and convening authority to deliver results, reducing risks to the U.S. DoW's mission.



The DKI APCSS FY26-30 Strategy is largely informed by three entities: Office of Secretary of War for Policy (OSW(P)) for policy oversight and strategic guidance, Defense Security Cooperation Agency (DSCA) for administrative oversight and support, and U.S. Indo-Pacific Command (USINDOPACOM) as the Center’s primary mission partner. Department of Defense Directive (DoDD) 5200.41E outlines the roles and responsibilities of these organizations and of the Regional Centers. The 2026 National Defense Strategy (NDS) provides the overarching strategic guidance to outline the priorities, objectives, and approaches to address global security challenges. OSW(P) provides actionable policy guidance to DKI APCSS to inform the Center’s program and activities. DKI APCSS collaborates with USINDOPACOM and U.S. Embassies to ensure its programs are synchronized to support overall security objectives.



DANIEL K. INOUYE ASIA-PACIFIC CENTER FOR SECURITY STUDIES



MISSION, VISION, AND CORE FUNCTIONS

Mission:

DKI APCSS strengthens regional deterrence by educating, connecting, and empowering U.S., ally, and partner security practitioners to foster solutions for complex security challenges in the Indo-Pacific.

Vision:

DKI APCSS is the premier intellectual platform to solve Indo-Pacific security challenges.

Core Functions

The Center's core functions are essential components to foster solutions for complex security challenges:

- **Educate: Provide regional and functional expertise to Indo-Pacific security practitioners.** DKI APCSS builds a common threat picture of the regional security environment through education, communication, and insight sharing among the U.S., allies, and partners.
- **Connect: Develop and sustain a network of security practitioners and communities of interest.** DKI APCSS builds active short and long-term networks from across the Indo-Pacific region that complement or enhance formal government, defense, and military engagement channels to solve security challenges.
- **Empower: Serve as a strategic engagement enabler to address security challenges.** With its unique connections, convening authority, activity design, facilitation, and agility, the Center provides a platform for results-oriented dialogue among security practitioners in the Indo-Pacific region on DoW priority topics.



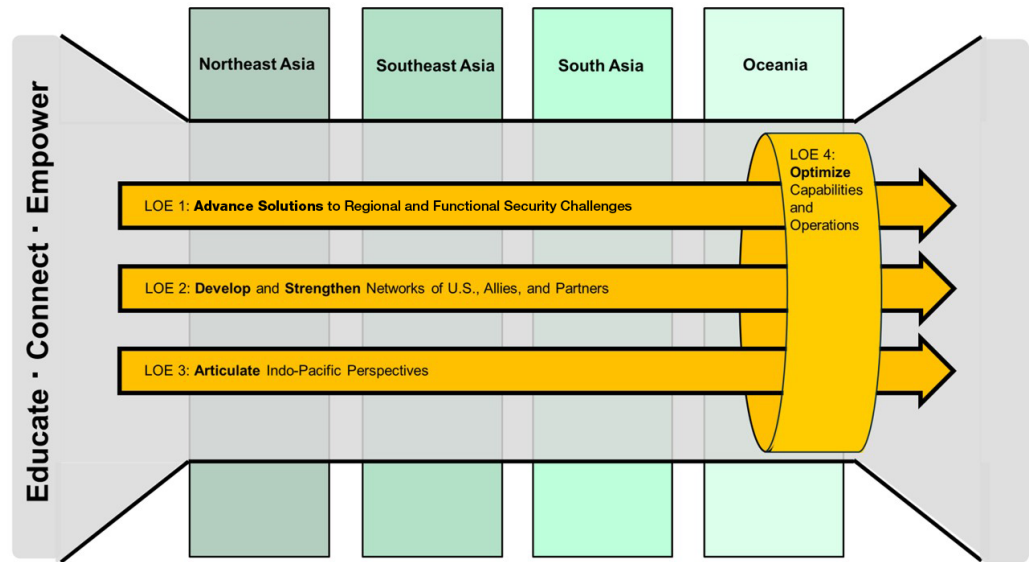
EDUCATE

CONNECT

EMPOWER

LINES OF EFFORT, GOALS, AND OBJECTIVES

DKI APCSS advances its mission and vision through four Lines of Effort (LOE) and associated Goals that describe the approach of the strategy. The supporting objectives represent priority actions the Center will take in support of the LOEs and Goals. LOEs 1-3 are mutually reinforcing and define the Center’s external impact. LOE 4 ensures internal effectiveness and efficiency to enable mission success. The Center’s efforts are applied across each of the Indo-Pacific subregions, tailored where necessary to the distinct security and social considerations of those regions. The Center will promote inter-relationships within and among each subregion and with U.S. stakeholders, serving as a connected bridge for customized support.



LOE 1: Advance Solutions to Regional and Functional Security Challenges

 **GOAL: Security practitioners resolve Indo-Pacific security challenges.**

DKI APCSS advances solutions to priority Indo-Pacific security challenges by enabling key Indo-Pacific security practitioners to improve their own security and defense capacity, thereby strengthening shared regional resilience and contributing to a stable and secure Indo-Pacific. To achieve this goal, DKI APCSS must increase measurable outcomes in all DKI APCSS activities in support of these priority areas.



Objective 1.1: Align DKI APCSS operations, activities, and investments with OSW and USINDOPACOM priorities.

Objective 1.2: Recruit and convene the appropriate Indo-Pacific security practitioners to develop solutions in DKI APCSS courses and engagements.

Objective 1.3: Design programs to understand the threat environment, apply functional knowledge, or build U.S., ally, and partner capacity.

Photos: 1. Fellows from Papua New Guinea work on a maritime project 2. DKI APCSS hosts the Partnership for Indo-Pacific Industrial Resilience 3. Philippines National Security Policy Net Assessment Cohort

LINES OF EFFORT, GOALS, AND OBJECTIVES

Objective 1.4: Increase outputs from DKI APCSS courses and engagements in support of U.S. homeland defense, deterrence, and building security and defense capacity for allies and partners.

Objective 1.5: Resource DKI APCSS follow-up actions to ensure activity outputs contribute to desired outcomes.

Objective 1.6: Expand expertise by leveraging visiting practitioners, scholars, and adjuncts to augment expertise or enhance cutting-edge expertise in priority topics.



DKI APCSS Chiefs of Defense Alumni



The inaugural DKI APCSS Multinational Armaments Resilience Seminar cohort

LOE 2: Develop and Strengthen Networks of U.S., Allies, and Partners



GOAL: Allies and partners collaborate and cooperate with the U.S. and each other on solutions to Indo-Pacific security challenges.

DKI APCSS's network must be active, strategically connected, and oriented on strengthening regional security and defense capacity. The DKI APCSS network facilitates Indo-Pacific security practitioners' efforts spanning across national and international security, defense strategy, policy, and plans. The DKI APCSS network, which includes alumni and other key stakeholders, are in senior or key positions and maintain active contacts with DKI APCSS, cooperate with U.S. stakeholders, and take actions that support DoW priority areas.

Objective 2.1: Develop and integrate into focused regional and functional networks.

Objective 2.2: Revamp the Center's alumni interaction and communication with focus on tailored and sustained engagement.

Objective 2.3: Activate connections between the DKI APCSS network and U.S. stakeholders (OSW, USINDOPACOM, U.S. Country Teams).

Objective 2.4: Design and deliver tailored support or in-region engagements with key alumni and partner institutions.



Senior Leaders engage in Transnational Security Cooperation

LOE 3: Articulate Indo-Pacific Perspectives



GOAL: DKI APCSS impacts strategic assessments of the Indo-Pacific among U.S., allies, and partners in order to develop solutions to Indo-Pacific security challenges.



Secretary of War Pete Hegseth

In order to impact strategic assessments of the Indo-Pacific, DKI APCSS must contribute to the informed regional dialogue and build shared understanding across the region. This shared understanding informs resource prioritization and allocation among the U.S., allies, and partners.

Objective 3.1: Deliver consistent, aligned, and timely messaging through an integrated, Center-wide strategic communications process.

Objective 3.2: Lead security discourse through lectures, facilitation, case studies, publications, courses, engagements, and communications platforms to inform key audiences on priority Indo-Pacific security topics.

Objective 3.3: Engage with critical regional forums, reputable partner organizations, and key leaders to amplify the Center's efforts and attract key allies and partners to participate and invest resources into solutions for priority security challenges.

Objective 3.4: Serve as a trusted regional institution where allies, partners, and the U.S. can exchange in candid dialogue on the evolving security environment.



USINDOPACOM Commander
Admiral Samuel Paparo

LOE 4: Optimize Capabilities and Operations



GOAL: DKI APCSS organized and enabled to plan, execute, and adapt efficiently and effectively, ensuring alignment with strategic priorities with allocated resources.

The Center optimizes its organizational structure, invests in infrastructure, and refines its systems and processes to enable more effective mission execution. The Center also pursues merit-based personnel management and development programs to appropriately place talent with task. The Center postures itself to become adaptable to various mission priorities and support emerging needs of the DoW.

Objective 4.1: Align organizational design to support Center strategic priorities outlined in LOEs 1, 2, and 3.

Objective 4.2: Identify and align resources to strategic priorities outlined in LOEs 1, 2, and 3.

Objective 4.3: Modernize and invest in organizational culture and workforce.

Objective 4.4: Optimize processes and technology to align with priorities.

Objective 4.5: Invest in facility and infrastructure to support mission execution.

Objective 4.6: Mission support to external organizations.

DIRECTED SUPPORTING PLANS



Network Plan: Describes the approach to developing and maintaining a network of active security practitioners in the Indo-Pacific region.

Course Design and Curriculum Plan: In support of annual planning, describes outcomes and objectives for DKI APCSS courses with emphasis on supporting increasing measurable outcomes in support of LOE 1 while building networks in LOE 2 and informing Indo-Pacific perspectives in LOE 3.



Engagement Plan: Describes the approach to designing and sequencing outcome-oriented activities tailored to specific audiences and topics to produce measurable outcomes. These activities may take different formats such as workshops, seminars, courses, partnerships, outreach, alumni engagement, and key leader engagements.

Program Plan: DKI APCSS submits a Program Plan annually through the Defense Security Cooperation Agency (DSCA) to OSW Policy as required by DoDD 5200.41E. The program plan forecasts and outlines the concepts for the Center’s specific activities for the next two fiscal years in support of the DKI APCSS FY26-30 Strategy goals and includes budget plans.



Assessment, Monitoring, and Evaluation (AM&E) Logic Model: Document that applies measures of effectiveness to the Center’s strategy to indicate progress toward achievement of goals and objectives. The logic model includes a supporting data collection framework.

Strategic Communications Plan: Describes how the Center will communicate its messages to achieve specific goals and engage effectively with its key stakeholders to ensure that all communications are purposeful and directed towards achieving desired outcomes. The plan will increase focus on mechanisms such as publications and webinars to communicate with audiences on priority Indo-Pacific security topics.

Organization Optimization Plan: Ensures that DKI APCSS is postured to achieve its goals and objectives by focusing efforts in: organization design, workforce training, infrastructure investment, and process and technology improvements. The organization design plan defines the structure, roles, and responsibilities of each office to support the Center’s priorities.



CONCLUSION

The Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) FY26-30 Strategy reaffirms the Center's commitment to advancing Peace through Strength — developing solutions to the Indo-Pacific's most pressing security challenges through educating, connecting, and empowering regional security practitioners. Aligning its efforts with U.S. DoW priorities, including defending the homeland, deterring in the Indo-Pacific, increasing burden-sharing amongst allies and partners, and supercharging the U.S. defense industrial base, the Center ensures its activities remain relevant, impactful, and strategically focused.

The strategy's four Lines of Effort - advancing solutions to regional and functional security challenges, developing and strengthening networks, articulating Indo-Pacific perspectives, and optimizing capabilities and operations - provide a roadmap for achieving measurable outcomes. These efforts are supported by robust objectives, directed supporting plans, and a commitment to continuous assessment and adaptation to the dynamic security environment.

In the increasingly complex Indo-Pacific security environment, DKI APCSS's role as a trusted and credible platform for dialogue, education, and collaboration is more critical than ever. By fostering resilient networks, empowering solutions, and advancing shared understanding, the Center will continue to play a pivotal role in promoting regional stability and security. Together with its allies, partners, and stakeholders, DKI APCSS will navigate the complexities of the Indo-Pacific security environment, ensuring its efforts contribute to a stable, secure, and prosperous future for the region.

“ Let us today, through this institution ... recommit ourselves to re-establishing deterrence in the Indo-Pacific, and to achieving Peace through Strength by working together. ”

-Secretary of War Pete Hegseth, on his first address in the Indo-Pacific at DKI APCSS, March 25, 2025



ASIA-PACIFIC CENTER FOR SECURITY STUDIES



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