

出國報告（出國類別：研習）

「井上健-亞太安全研究中心（DKI
APCSS）進階安全合作課程（ASC19-2）」
出國報告

服務機關：國防部空軍司令部

姓 名：蘇偉鴻

派訓國家：美國

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摘要

「亞太安全研究中心」(Daniel K. Inouye Asia-Pacific Center for Security Studies, DKII APCSS) 係美國國防部五大區域安全研究中心之一，為從事印太地區安全議題研究及促進印太各國在安全方面之溝通與合作所建立。該中心每年定期開辦各項安全合作研習課程，邀請各國薦派適員參加，透過專業師資及多面向課程，以增進印太區域國家軍、文職人員對區域安全議題之瞭解，進而共同合作解決相關之問題。

職於今(108)年9月奉派參加該中心之「進階安全合作課程 19-2 (Advanced Security Cooperation Course, ASC 19-2)」，為期5週，共有117位來自美國、東北亞、東南亞、南亞、大洋洲、南美地區等44國之中/高階外交、海巡、軍、警、學界及政府官員參訓，其中女性共22人，約佔全體學員之五分之一。課程包含22個主題討論，藉由區域戰略格局以解決區域安全問題(如海事安全、極端主義及災難回應等)，及37個選修議題(如地緣政治、社群媒體操控、環境安全、婦權等)，目標在培養學員蒐集資料，分析複雜多邊議題及溝通與談判基本技巧等各方面能力，使學員得以思考全球性安全議題。

亞太安全研究中心藉由辦理全球或印太地區相關安全議題之研習課程或學術研討會，以強化美方與各國間雙邊友好關係，並透過各國中、高階軍文職官員間之非正式溝通管道，以促進各國在安全領域之合作機會。

目次

壹、目的	4
貳、課程概要	4
參、課程安排（過程）	5
肆、受訓心得	6
伍、建議	7
陸、附錄	8

壹、目的

- 一、美國夏威夷「亞太安全研究中心」(Asia-Pacific Center for Security Studies, APCSS)，1994年由美夏威夷州參議員-井上健(Daniel K. Inouye)於國會提案通過，由美國防部安全合作局(DSCA)編列預算資助，於1995年9月正式成立。
- 二、2015年，美前總統歐巴馬將該中心更名為「井上健-亞太安全研究中心」(Daniel K. Inouye Asia-Pacific Center for Security Studies, DKI APCSS)。
- 三、該中心宗旨在使中、高階軍文職官員能夠加深對印太地區複雜安全環境之瞭解，透過開設研習課程及小組討論，盼在互動交流過程中，除能提高各學員對相關安全議題之研討，更能夠建立各國學員間之良好關係。
- 四、另外，該中心除提供專業教育訓練外，更期望增進美國與印太區域各國之互動與對話，以減少國際間之誤解及衝突，俾有助於維護區域穩定與和平。自1955年創辦迄今，歷年各班次結業人數已累計超過100多國家13,095成員，並於相關國家建立校友協會，深化情誼。

貳、課程概要

本次參訓班次為進階安全合作課程(Advanced Security Cooperation Course)，係APCSS開設最頻繁之課程，本次為第二梯次，共有117位來自美國、東亞、南亞、大洋洲及南美地區等44國之中/高階外交、海巡、軍、警、學界及政府國安官員參訓研習，經費主要來自國防部。本課程除我國、南韓、日本等少數國家由政府自行負擔其學員參訓費用外，大多數國家學員均由美國負擔費用。

本期課程計有來自44個國家117員參訓，除我國外，尚包括南韓、蒙古、新加坡、越南、菲律賓、泰國、馬來西亞、印尼、緬甸、柬埔寨、寮國、印度、巴基斯坦、孟加拉、尼泊爾、不丹、斯里蘭卡、馬爾地夫、吉里巴斯、馬紹爾

群島、密克羅西亞、斐濟、東加、萬那杜、祕魯、東帝汶、巴布亞新幾內亞、吐瓦魯、帛琉、美國、哥倫比亞及加拿大等。參訓人員中約半數為各國不同軍種之軍人，階級上至准將下至上尉；另外半數為相當層級之文職官員，分別來自各國國安、國防、外交、海巡、海事、境管、警察、財政、經濟等部門，另有少數來自學界。

師資部分聘有多名研究印太議題之學長專家，此外亦有多名在國防、外交、經濟等各領域具有豐富實務經驗之退休或卸任軍文職官員擔任講座，上課內容結合理論與實務。

參、課程安排（過程）

- 一、進階安全合作課程為期 5 週（如附錄），於中心大講堂統一講授，全體學員共同參加（約90分鐘），之後實施分組討論（8組）、進行主題探討（75分鐘），每小組由1名導師及1名助教共同帶領，負責在各小組課堂內就專題講座及課前閱讀資料之內容進行討論，以增進學員對專題之瞭解。
- 二、核心課程分為 4 大學習單元、22 個課題（包括：跨文化溝通、國際複雜局勢與合作、複雜議題評估方法-因果迴圈、議題框架界定、亞洲複雜局勢合作策略、大洋洲安全情勢、東南亞安全情勢、東北亞安全情勢、南亞安全情勢、與氣候相關之全球挑戰、降低災害風險、跨國犯罪、網路安全、恐怖主義、大規模毀滅性武器、海事安全、區域安全架構、法治、經貿安全、安全部門之包容性、國家安全之社會整體性作法與多邊談判等），輔以實作演練、專題研究報告及選修課程。
- 三、情境模擬練習：為多邊談判練習，以討論小組為單位，模擬美國、中共、印度、尼泊爾、印尼、菲律賓及越南等各方，包括談判前瞭解各國關切利益，進行雙邊或多邊會談，進而研擬談判策略等過程。
- 四、午餐講座：配合若干具相關專業或實務背景講員之時間，於午餐時間安排

講座，有興趣之學員可攜帶午餐到場，邊用餐邊聽講。

五、選修課程：該中心提供多項議題，供學員依個人興趣、工作背景或關切議題之不同，自由選定想要研習的課程。

六、學員計畫案：每位學員依其工作背景、專精領域或關切議題，自行訂定改革方案，練習擬定計畫，並按部就班予以實行，其步驟包括資料蒐集、問題分析、研擬作法及擬定細項步驟，製作專題研究報告（Fellow's Project），以深化所學知識與技巧。

七、參訪及文康等活動：學校安排各項參訪及交誼活動，包括歡迎會、參訪珍珠港之亞利桑那號軍艦紀念館（Arizona Memorial）、鑽石山健行、美國所屬濱海休憩區貝洛海灘（Bellow Beach）沙灘排球聯誼賽及野餐、波西尼西亞文化中心（Polynesia Cultural Center）參訪及亞洲風味（Taste of Asia Pacific）聯誼晚會等，內容豐富且充實多元，使各國學員在研習之餘，亦得以欣賞夏威夷歐胡島美景，同時結交來自不同國家與文化背景之安全實務工作者，藉以建立共創互惠榮景之國際人脈關係。

肆、受訓心得

一、密切關注中共發展：受訓當中，多門講座均提及中共在國際間經濟及軍事力量之大幅成長，數度論及中共近年來在釣魚臺及南海諸島與鄰近國家之領土爭議，顯示中共動態係美國當前關注之重點，鑑於美國與中共二者對我經濟及安全均有重大影響，未來雙方之互動殊值密注。

二、兼種理論與實務：本課程內容除印太區域安全議題外，另以案例研究、情境模擬演練等方式增進學員對實務之瞭解；此外，課程頗重視分組討論及經驗分享，分組導師亦能積極鼓勵學員各抒己見，練習公開發表意見，凡此均對培養學在公務交流層面所需之能力極有助益。

三、建立人脈網路：該中心極為注重參訓學員間之友誼，除課程上討論時所提供之互動機會外，更透過辦理各項參訪及文康活動，拉進學員間之距離，俾有助未來工作上之聯繫，甚至推動國家間安全議題之合作。

四、宣揚印太外交政策：本次課程中，多門講座均觸及美國之亞洲再平衡政策之意涵，在課程開始前及結束時，針對學員對印太地區安全情勢及美國在此區域之涉入程度是否適當等相關問題進行意見調查與討論。

伍、建議

一、建議持續派員參訓該中心之各進修課程，擇優借鏡優質課程，以強化各階層人員學養，汲取當前印太安全局勢，熟悉周邊國際事務，增進對彼此國家之瞭解，爭取對我國之認同與支持。

二、建議加強與亞太安全研究中心建立人脈關係，進行多層次交流合作，有助於提升國家安全之合作機會。



DANIEL K. INOUE ASIA-PACIFIC CENTER FOR SECURITY STUDIES

ADVANCED SECURITY COOPERATION

COURSE SCHEDULE – ASC 19-2

Current as of 2 Oct 2019

		Thursday, 19 Sep 2019	Day 1	
*** DRESS: UNIFORM / BUSINESS ATTIRE ***				
0730	0800	Buses arrive at APCSS	APCSS Entrance	Course Leadership
0800	0850	Admin Check-in • Issue Temporary IDs • Take ID Photos • Distribute Coffee Mugs • Coffee on the Lanai • Consolidate Go-by Names • Collect Lunch Fees from Self-Funded Fellows	Lanai	Admissions / VI
0850	0900	Cultural Ceremony	Auditorium	Dr. Deon Canyon Ms. Tess Magaoay
0900	0915	DKI APCSS Welcome	Auditorium	Director Peter Gumataotao
0915	0920	College of Security Studies Welcome	Auditorium	Dean Carleton Cramer
0920	0945	Course Orientation and Security Review	Auditorium	Mr. Tom Patykula
0945	1035	Topic 0: Course Overview and Polling	Auditorium	Dr. Bill Wieninger
1035	1100	Break	Lanai	
1100	1200	Computer Security Brief / MS Pro Distribution	Auditorium	Ms. Debra Fikac Ms. Sharon Godwin
1200	1215	Seminar Leader Introductions	Auditorium	
1215	1315	Catered Lunch – Changing Minds Ex	Lanai	
1315	1400	Seminar Introductions	Seminar Rooms	Seminar Leaders
1400	1405	Seminar Leaders lead Fellows to next station		Seminar Leaders
1405	1500	Access Card/Bio Sheet (Seminars 1, 2, 3, 4)	Maluhia Hall	Mr. John Gasner Mr. Mike Hogan
1405	1500	Pay for Funded Fellows (Seminars 5, 6, 7, 8)	Auditorium	Mr. Clif Johnson
1500	1505	Seminar Leaders lead Fellows to next station		Seminar Leaders
1505	1600	Access Card/Bio Sheet (Seminars 5, 6, 7, 8)	Maluhia Hall	Mr. John Gasner Mr. Mike Hogan
1505	1600	Pay for Funded Fellows (Seminars 1, 2, 3, 4)	Auditorium	Mr. Clif Johnson
MODULE 1: Connect, Empower, and Educate				
This module introduces the core of APCSS curriculum – setting the stage for fellow's success in the course and beyond!				
		Friday, 20 Sep 2019	Day 2	
0815	0845	Changing Minds Debrief	Auditorium	Dr. Bill Wieninger
0845	0945	Water Safety Brief	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1145	Topic 1: Cross Cultural Communications	Auditorium	John Barkai
1145	1300	Catered Lunch – Cross-Cultural Communication Ex	Various/Lanai	
1300	1345	Topic 2: Fellows Project Orientation	Auditorium	Dr. Miemie Byrd
1345	1400	Public Affairs and Library Briefings	Auditorium	Mr. Joe Rini Ms. Tami Rosado
1400	1415	APCSS Link Orientation	Auditorium	Mr. Michael Shimechero
1415	1445	Break	Lanai	
1445	1545	Fellows Project	Seminar Rooms	
1545	1600	Male Fellows Orientation	Auditorium	Mr. Tom Patykula
1545	1600	Female Fellows Orientation	CCR	Dr. Miemie Byrd
1600	1700	Foundations of Fellowship (FoF) Event 1: Fellows' Reception	Lanai	Mr. Tom Patykula
		Saturday, 21 Sep 2019	Day 3	
0800	1600	FoF Event 2: Arizona Memorial, NEX, and Commissary		Mr. Tom Patykula
		Sunday, 22 Sep 2019	Day 4	
		No course-related events this day		

		Monday, 23 Sep 2019	Day 5	
0815	0930	Topic 3A: Critical Thinking and Complexity	Auditorium	Dr. Bill Wieninger
0930	0945	Course Administration	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1130	Topic 3B: Framing/Causal Loop Mapping – Exercise 1 Introduction	Auditorium	
1130	1230	Lunch (DKI-APCSS polo shirt orders on Lanai)		
1230	1300	Advanced database and web searching	Auditorium	Ms. Tami Rosado
1300	1600	Exercise 1: Mapping Complexity	Seminar Rooms	Seminar Leaders

		Tuesday, 24 Sep 2019	Day 6	
0815	0930	Topic 4: US Grand Strategy and Foreign Policy in the Indo-Pacific region.	Auditorium	Dr. John Hemmings Dr. Lori Forman Dr. Al Oehlers
0930	1000	Break	Lanai	
1000	1130	Seminar	Seminar Rooms	Seminar Leaders
1130	1230	Lunch (Logo items sales on Lanai)		
1230	1300	Small group Brief-back	Auditorium	Dr. Bill Wieninger
1300	1415	Elective Session 1	Various	
1415	1445	Break		
1445	1600	Fellow's Project: Work Session 1	Seminar Rooms	Seminar Leaders

MODULE 2: Key Aspects of Modern Security for ASC 19-2

In this module, Fellows will understand and assess selected key foundational aspects of security for all countries.

		Wednesday, 25 Sep 2019	Day 7	
0815	0930	Topic 5: Economics, Trade and Security	Auditorium	Dr. Lori Forman
0930	0945	Course Administration	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1130	Seminar	Seminar Rooms	Seminar Leaders
1130	1300	Lunch		
1145	1245	BBL: Understanding the American Political System: Myths and Realities	Maluhia Hall	Dr. Marc Genest
1300	1415	Topic 6: Energy Security	Auditorium	Dr. Bill Wieninger
1415	1445	Break	Lanai	
1445	1600	Seminar	Seminar Rooms	Seminar Leaders

		Thursday, 26 Sep 2019	Day 8	
0800	1400	FoF Event 3: Bellows Beach	Bellows AFS	Mr. Tom Patykula
		Friday, 27 Sep 2019	Day 9	
0815	0945	Topic 7: Gender and Security	Auditorium	Dr. Saira Yamin
0945	1015	Break	Lanai	
1015	1130	Seminar	Seminar Rooms	Seminar Leaders
1130	1300	Mosque		Mr. Tom Patykula
1300	1630	NEX, Commissary		Mr. Tom Patykula
		Saturday, 28 Sep 2019	Day 10	
0800	1200	FoF Event 4: Diamond Head Hike	DH Marquee	Mr. Tom Patykula
		Sunday, 29 Sep 2019	Day 11	
		End of Week 1 – No course-related events this day		

		Monday, 30 Sep 2019	Day 12	
0815	0930	Civilian Keynote	Auditorium	Mr. Helvey
0930	0945	Course Administration	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1130	Fellows Project time	Seminar Rooms	
1130	1230	Lunch		
1230	1300	Small Group Brief backs	Auditorium	Dr. Bill Wieninger
1300	1415	Topic 8: Security Sector Governance	Auditorium	Dr. Bill Wieninger
1415	1445	Break	Lanai	
1445	1600	Seminar	Seminar Rooms	Seminar Leaders

DULE 3: Regional Security Views of Indo-Asia Pacific

In this module we will explore strategic views of the region both as a whole and as four sub-regions

Tuesday, 1 Oct 2019			Day 13	
0815	0930	Topic 9: Security Dynamics in Oceania	Auditorium	Dr. Deon Canyon
0930	0945	Course Administration	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1130	Seminar	Seminar Rooms	
1130	1300	Lunch		
1145	1245	BBL: China's Maritime Strategy	Maluhia Hall	Dr. Dave Dornan
1300	1415	Topic 10: Security Dynamics in Northeast Asia	Auditorium	Dr. Sungmin Cho
1415	1445	Break	Lanai	
1445	1600	Seminar Discussion	Seminar Rooms	Seminar Leaders

Wednesday, 2 Oct 2019			Day 14	
0815	0930	Topic 11: Security Dynamics in Southeast Asia	Auditorium	Dr. Ginnie Watson
0930	0945	Course Administration	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1130	Seminar Discussion	Seminar Rooms	Seminar Leaders
1130	1230	Lunch		
1130	1230	BBL: Developments in Hong Kong	Maluhia Hall	
1230	1300	Break	Lanai	
1300	1415	Topic 12: Security Dynamics in South Asia	Auditorium	Dr. Saira Yamin
1415	1445	Break	Lanai	
1445	1600	Seminar Discussion	Seminar Rooms	Seminar Leaders

Thursday, 3 Oct 2019			Day 15	
0815	0830	Course Administration Announcements	Auditorium	Mr. Tom Patykula
0830	0845	Exercise 2 Introduction: Sub-Regional Challenges	Auditorium	Dr. Bill Wiener
0845	0930	Exercise 2: Subregional Challenges	Various	Seminar Leaders
0930	1000	Break	Lanai	
1000	1130	Exercise 2: Sub-Regional Challenges	Various	Seminar Leaders
1130	1230	Lunch		
1230	1400	Fellows Project	Various	Seminar Leaders
1400	1430	Break	Lanai	
1430	1600	Exercise 2: Sub-Regional Challenges	Various	Seminar Leaders

Friday, 4 Oct 2019			Day 16	
0815	0945	Exercise 2: Briefbacks	Auditorium	
0945	1015	Break	Lanai	
1015	1130	Elective Session 2	Various	
1130	1230	Lunch		
1230	1400	Sub-Regional Cultural Event Preparation	Various	
1400	1430	Mid-Course Survey	Seminar Rooms	Seminar Leaders
1400	1600	Fellows Project	Various	Seminar Leaders

Saturday, 5 Oct 2019			Day 17	
0900	2200	FoF Event 5: Polynesian Cultural Center	PCC	Mr. Tom Patykula
Sunday, 6 Oct 2019			Day 18	
		End of Week 2 – No course-related events this day		

MODULE 4: Key Security Challenges in the Indo-Asia-Pacific

In this module, Fellows will understand the challenges and opportunities with regard to the major security issues in the region.

Monday, 7 Oct 2019			Day 19	
0815	0945	Topic 13: Cyber Security	Auditorium	Panel
0945	1015	Break	Lanai	
1015	1130	Seminar	Seminar Rooms	Seminar Leaders
1130	1230	Lunch		
1230	1400	Fellows Project	Seminar Rooms	Faculty
1400	1430	Break	Lanai	
1430	1600	Elective Session 3	Various	

		Tuesday, 8 Oct 2019	Day 20	
0815	0930	Topic 14: Maritime Security	Auditorium	Dr. Wade Turvold CAPT Jim McMullin
0930	0945	Course Administration	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1130	Seminar	Seminar Rooms	Seminar Leaders
1130	1230	Lunch (Kokua Hui Pizza Lunch)		
1230	1345	Exercise: Prisoner's Dilemma	Seminar Rooms	Seminar Leaders
1345	1400	Transition		
1400	1430	Exercise Debrief: Prisoner's Dilemma	Auditorium	Dr. Sungmin Cho
1430	1445	Break		
1445	1600	Topic 15: Open Mike with the Director	Auditorium	RADM(R) Pete Gumataotao

		Wednesday, 9 Oct 2019	Day 21	
0815	0930	Course Administration	Auditorium	Mr. Tom Patykula
0830	0930	Topic 16: Countering Terrorism	Auditorium	Dr. Sam Mullins
0930	0945	Break	Lanai	
0945	1045	Seminar	Seminar Rooms	Seminar Leaders
1045	1100	Break	Lanai	
1100	1200	CT Panel	Auditorium	Dr. Sam Mullins Mr. Shyam Tekwani Dr. Bill Wieninger
1200	1300	Lunch		
1215	1245	BBL: US-Japanese Alliance: the View from Japan	Maluhia Hall	Lt Gen Izutsu
1300	1400	Fellow's Project: From Dream to Reality	Auditorium	Ms. Jennifer Key
1400	1430	Break	Lanai	
1430	1600	Fellow's Project	Seminar Rooms	Seminar Leaders

		Thursday, 10 Oct 2019	Day 22	
		*** DRESS: UNIFORM / BUSINESS ATTIRE ***		
0815	0930	Topic 17: Environment Security	Auditorium	Dr. Scott Hauger
0930	0945	Course Administration	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
0945	1015	Class and Seminar Photos	APCSS Marquee & Lanai	Photographers
1015	1130	Seminar	Seminar Rooms	Seminar Leaders
1130	1230	Lunch		
1145	1215	MERLN Training	Maluhia Hall	Ms. Gayle Yoshikawa
1230	1300	Small Group Brief backs	Auditorium	Dr. Bill Wieninger
1300	1415	Topic 18: Humanitarian Assistance and Disaster Response	Auditorium	Dr. Deon Canyon
1415	1445	Break	Lanai	
1445	1600	Seminar Discussion	Seminar Rooms	Seminar Leaders

		Friday, 11 Oct 2019	Day 23	
0815	0930	Topic 19: Media and Security	Auditorium	Ms. Markovinovich
0930	0945	Course Administration	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1130	Seminar Discussion	Seminar Rooms	Seminar Leaders
1130	1300	Mosque		Mr. Tom Patykula
1300	1630	NEX, Commissary		Mr. Tom Patykula

		Saturday, 12 Oct 2019	Day 24	
		No FoF event this day		
		Sunday, 13 Oct 2019	Day 25	
		End of Week 3 – No course-related events this day		

		Monday, 14 Oct 2019	Day 26	
		No class- Columbus Day		

MODULE 5: Conflict Resolution and Security Cooperation

In this module, Fellows will apply skills and knowledge gained about security cooperation by undertaking specific activities.

Tuesday, 15 Oct 2019			Day 27	
0815	0830	Announcements	Auditorium	Mr. Tom Patykula
0815	0945	Elective Session 4	Various	
0945	1015	Break	Lanai	
1015	1130	Topic 20: Principled Negotiation	Auditorium	Dr. Saira Yamin
1130	1230	Lunch		
1230	1400	Topic 21: Military Keynote	Auditorium	Admiral Davidson
1400	1430	Break	Lanai	
1430	1515	Exercise 5: Negotiation Exercise Introduction	Auditorium	Dr. Sungmin Cho
1515	1530	Break	Lanai	
1530	1600	Exercise 5: Assessing the Crisis and Staging for Negotiation	Team Rooms	Team Leaders

Wednesday, 16 Oct 2019			Day 28	
0815	0830	Course Administration	Auditorium	Mr. Tom Patykula
0830	0930	Exercise 5: Strategy Building	Team Rooms	Team Leaders
0930	1100	Exercise 5: Negotiation Round 1	Various	Team Leaders
1100	1130	Exercise 5: Country Team Brief Backs and Press Release Development	Team Rooms	Heads of Government
1130	1300	Lunch		
1300	1400	Exercise 5: Country Team Meetings	Team Rooms	Team Leaders
1400	1530	Exercise 5: Negotiation Round 2	Various	Team Leaders
1530	1600	Exercise 5: Country Team Brief Backs and Press Release Development	Team Rooms	Heads of Government

Thursday, 17 Oct 2019			Day 29	
0815	0830	Course Administration	Auditorium	Mr. Tom Patykula
0830	0930	Exercise 5: Country Team Meetings	Team Rooms	Team Leaders
0930	1100	Exercise 5: Negotiation Round 3	Various	Team Leaders
1100	1130	Exercise 5: Country Team Press Release Development, Intel Updates	Team Rooms	Heads of Government
1130	1230	Lunch		
1230	1300	Exercise 5: Country Team Meetings for Final Negotiation	Various	Team Leaders
1300	1415	Exercise 5: Negotiation Final Round	Team Rooms	Team Leaders
1415	1445	Exercise 5: Country Team Produces Final Press Release	Team Rooms	Heads of Government
1445	1500	Break		
1500	1600	Exercise 5: What Did We Learn?	Auditorium	Dr. Saira Yamin

Friday, 18 Oct 2019			Day 30	
0815	0830	Course Administration	Auditorium	Mr. Tom Patykula
0830	0945	Elective Session 5	Various	Faculty
0945	1015	Break	Lanai	
1015	1130	Fellow's Project Work Session 6	Seminar Rooms	Seminar Leaders
1130	1300	Mosque		Mr. Tom Patykula
1300	1630	NEX, Commissary		Mr. Tom Patykula

Saturday, 19 Oct 2019			Day 31	
1700	2100	FoF Event 6: Taste of Asia-Pacific	Lanai	
Sunday, 20 Oct 2019			Day 32	
		End of Week 4 – No course-related events this day		

Monday, 21 Oct 2019			Day 33	
0815	0830	Course Admin	Auditorium	Mr. Tom Patykula
0830	1030	Fellow's Project – Start Briefs to Seminar	Seminar Rooms	Seminar Leaders
1030	1045	Break	Lanai	
1045	1200	Fellow's Project – Continue Briefs to Seminar	Seminar Rooms	Seminar Leaders
1200	1400	Lunch		
1400	1530	Fellow's Project – Complete Briefs to Seminar	Seminar Rooms	Seminar Leaders
1530	1600	Concluding Self-Assessment Survey	Seminar Rooms	All Seminars

Tuesday, 22 Oct 2019			Day 34	
0815	0900	End-of-Course Survey	Seminar Rooms	Seminar Leaders
0900	0930	Course Administration	Auditorium	Mr. Tom Patykula
0930	1045	Break	Lanai	
0945	1015	Fellow's Project Farewell Brief	Auditorium	Dr. Miemie Byrd
1015	1030	Future Fellows Advocacy	Auditorium	Mr. Terry Slattery
1030	1045	Alumni Connections and Enduring Links	Auditorium	Mr. John Gasner
1045	1100	MERLN Brief	Auditorium	Ms. Tami Rosado
1100	1330	Lunch (DKI-APCSS Logo Sales on Lanai)		
1330	1430	Topic 22: Concluding Thoughts (w/ Polling)	Auditorium	Dr. Bill Wieninger
1430	1500	Break	Lanai	
1445	1450	DKI-APCSS Polo Shirt Photo Op	Foyer	CDR Robin Taylor
1500	1600	Turn-in Surface Pros and Access Cards	Maluhia Hall	All Seminars

Wednesday, 23 Oct 2019			Day 35	
*** DRESS: UNIFORM / BUSINESS ATTIRE ***				
0800	0915	Final Coffee	Lanai	
0915	0945	Commencement Rehearsal	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1100	Commencement	Auditorium	Dr. Bill Wieninger
1100	1130	Presentation of Gifts	Auditorium	Mr. Ben Purvis
1100	1130	Reception	Lanai	Mr. Tom Patykula