

出國報告(出國類別：進修)

參加美軍太平洋司令部「亞太安全研究中心」(APCSS)

「進階安全合作」課程(ASC18-2)

報告

服務機關：外交部

姓名職稱：陸一等秘書美誼

派赴國家：美國

報告日期：108 年 5 月 31 日

出國期間：107 年 9 月 20 日至 10 月 24 日

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摘要

美國亞太安全研究中心(DANIEL K. INOUE ASIA-PACIFIC CENTER FOR SECURITY STUDIES, 簡稱 APCSS) 是美國印太司令部(USINDOPACOM)處理區域與全球安全問題之國防智庫，亦是美國國防部五大區域安全研究中心之一。自 1995 年 9 月 4 日於夏威夷成立迄今，已聚集超過一萬二千多名來自印度太平洋 100 多個國家與地區現任和未來的軍事和文職領袖學員參與課程訓練與討論，透過管理教育、專業交流和建立信任與信心關係等方案，解決區域和全球安全問題並加強安全合作。

「進階安全課程」(ADVANCED SECURITY COOPERATION, 簡稱 ASC)係 APCSS 六大正式課程之一，為期五週，課程重點是建立印太地區中階及高階安全官員與決策者之關係，課程強調非戰爭之安全和國際關係視角，蓋因安全被視為政治、經濟、社會、軍事、外交、資訊和生態之綜合議題，總體目標在促使學員理解印太地區最重要安全議題，挑戰學員對發展區域和跨國之願景，並促成合作解決問題。

本期「進階安全合作」課程係第 18-2 期，共 106 名學員來自印太地區 40 個國家與地區之國安、外交、軍事、警察、海事等軍、文職及智庫，包含主題專家講座、選修課程、小組練習、跨組練習、模擬練習以及文化參訪等課程。

一、目的

「進階安全合作課程」總體目標係使印太地區從事國家或區域安全工作中階與高階人員，能理解區域最具挑戰性之傳統與非傳統議題。

課程分四大單元共 24 場主題專家講座及 25 個選修課程，包含傳統安全議題與非傳統安全議題。透過專業知識與能力建構過程，促使學員瞭解區域的機會、挑戰與困境，盼改善各國共同面對挑戰的方法，亦藉不斷分組練習與討論，提高學員在面對複雜、文化多樣性的環境中進行批判性思維、溝通、協作和決策的能力，增進各國學員之相互理解，有助未來尋求國際合作，解決國際安全問題。

二、過程

(一) 主要課程簡介與進行方式：

「進階安全課程」包括「主題專家講座」(Lectures)、「互動課程」(Interactive Sessions - seminar discussion)，及「研究員項目」(The Fellow's Project)：

1. 主題專家講座：共 24 個主題，檢視印太地區國家、區域及次區域之安全動態，包含傳統及非傳統安全議題、挑戰與合作機制，並探討棘手且欠缺國際合作機制之安全議題，每日上午進行 1 至 2 場主題專家講座，包含 Q&A 每場 75 分鐘。
2. 互動課程：ASC 將學員分成 8 組，每組含不同國籍學員，根據主題專家講座議題，進行小組討論

(seminar discussion)。每組學員在已設定之議題或情境下再分小組討論 10~15 分鐘，最後提交全組報告結果，並接受其他組學員之交叉提問。面對複雜的區域安全問題，藉一系列互動討論與辯論練習，學員間分享各國面臨之挑戰與解決問題之經驗，增進對區域之瞭解，並培養批判性思維能力與制定解決議題能力，以及對高層談判之挑戰的理解。

3. 研究員項目：學員練習設計一個項目，分析並提出可行方案，提交全組報告，並接受提問與意見交流。

(二) 課程設置：

「進階安全課程」分四大單元，簡介如下：

1. 第一單元-介紹和分析工具：

使學員瞭解印太地區複雜的安全環境與議題，以及國際情勢之因果關係，藉互動練習發展批判性思維，並學習分析複雜的安全議題，培養並發展戰略預見。

2. 第二單元-印太地區戰略格局(Strategic Landscape of the Indo-Pacific)：

隨著中國與印度崛起、日本邁向“正常國家”、俄羅斯夾巨大能源儲量捲土重來、以及中小型國家努力實現平衡之際，印太地區戰略格局正快速變化。學員透過主題專家講座瞭解並討論：美國在亞洲和印太地區政策與行動之戰略要求；多樣且複雜之南亞面臨最大安全挑戰為何；東協應對地區安全挑戰之優勢與劣勢為何；歷史遺產在東北亞繼續滋生不合，

區域共識難以形成，能否建議採用區域安全架構以管理區域緊張局勢，並尋求區域爭議問題之長期解決方案；印太地區之經濟-軍事區域架構正進行劃時代轉變，以東協為中心之多邊機制與以美國為中心之聯盟體系等雙邊機制何者更有效。

3. 第三單元-印太地區之主要安全動態(Major Security Dynamics in the Indo-Pacific)：

學員透過主題專家講座，瞭解如媒體與安全、對抗印太地區暴力極端主義、環境安全與資源缺乏、災難、風險管理與復原、區域安全合作、印太地區之科學、技術與安全、海事安全等重大跨國安全議題，並學習評估安全合作與嘗試、挑戰與機遇，以及模擬練習管理風險。

4. 第四單元-解決衝突和安全合作(Conflict Resolution and Security Cooperation)：

學員應用所學，透過模擬南海危機之談判課程，展現對印太地區安全合作之理解，並挑戰在追求國際安全合作之際，如何兼顧平衡利益者及行動者。

三、心得及建議學習

(一)APCSS 係扮演凝聚區域安全共識之重要橋樑

APCSS 每年主辦多項安全課程，邀集各國中、高階軍文職官員參訓，就安全議題進行溝通與相互理解。ASC 課程雖未對美國川普政府之「自由開放的印太戰略」有較多著墨，惟課程多係聯結且鼓勵

各國學員之間建立信任與信心關係，以建立區域安全共識及區域安全架構，例如東北亞區域係印太地區尚未建立區域安全共識與建制之次區域，區域內有中國擴張及北韓核武等重大安全議題，ASC 課程將日、韓、台、蒙、中等國學員分在同組，設定議題並安排小組交流、討論、模擬練習，盼藉此理解各國之問題與挑戰，模擬凝聚解決問題之合作共識，推動區域內未來可能建立之區域安全共識，以及進一步達成區域安全建制。各國歧見雖深，惟 APCSS 仍係凝聚區域安全共識之重要推手。

(二)多數國家不願得罪美、中兩國，亦不表態

在本期 5 週課程當中，舉凡涉及中國之安全議題，均引發熱烈討論，然多數學員遣詞用字甚是謹慎小心，例如泰國、菲律賓、印尼、馬來西亞(新加坡未派員參訓)學員表示與美、中兩國關係密切，與中國有緊密經貿關係，美國則是重要盟國，另寮國、緬甸等與中國相鄰國家之學員則儘量迴避評論，僅越南學員時時表示不接受中國在南海之軍事擴張行動，而非東協成員之印度學員則直言批判中國「一帶一路」為南亞帶來不穩定情勢。

在國際現勢上，美中兩國對東協保持強大的影響力，區域內較小經濟體多採取「安全靠美國、經濟靠中國」之戰略布局，即長期受益於與中國貿易，惟亦依靠美國軍力限制中國在爭議領土聲

張主權，在兩強夾縫中，東協各國一向迴避選擇其中一強，而尋求對美關係以及對中關係的平衡。然美中貿易戰開打迄今，川普總統採取提高關稅等策略，可能改變全球產業供應鏈現狀，由於美中貿易戰結果難料，除我與日、韓三國將受影響外，美中貿易戰可能造就越南崛起，由於越南即將於 2020 年擔任東協輪值主席國，即便中、越兩國未來在南海爭端可能有激烈交鋒，東協在越南輪值期間，仍須繼續維持對美、中關係之平衡戰略，而南亞則繼續籠罩在中國因「一帶一路」而擴張之經濟、政治影響力，以及中國與印度時常產生摩擦等情勢中，難有擱置爭議之暫時性戰略。

(三)台灣應繼續以自身強項在既有基礎及成果上持續推進「新南向政策」

我「新南向政策」首要目標在使台灣降低對單一市場之依賴，盼台灣得以跳出兩岸、中美台三角格局，重新放眼亞洲，調整對區域國家之交往模式。自 2016 年推動「新南向政策」以來，與新南向國家間之經貿、農業、醫療、觀光等各項交流均有實質增長，另根據我經濟部國貿局指出，東協經濟共同體每年經濟成長率達 5~7%，英國經濟學人更預測東協 2030 年可望躍身為全球第四大經濟體，為使東南亞地區能充分發揮經濟發展潛力，區域內各國除須調整勞動力市場結構以及改善基礎設施外，

並應促進科技應用。

科技恰是台灣強項，能更吸引新南向國家深化與我發展關係，並得到實質效益。今後台灣應在「新南向政策」既有之基礎與成果上，與新南向國家共同在最需提升及強化之科技應用領域合作，發展夥伴關係，並參與貢獻及發展整體性之區域願景，「科技外交」或可望成為我下階段「新南向政策」深化各項合作之主軸。

(四) 建議續派員參訓，擇優借鏡優質課程，強化我外交人員之溝通、協作、決策及談判能力，並維繫我國國際能見度

綜觀本期 24 場主題專家講座之議題，以及議題之廣度與深度，應有契合時事發展，雖未對美國川普政府之「自由開放的印太戰略」有進一步解說，惟甚值我相關培訓單位如外交學院借鏡學習，在已開設或規劃中之培訓班設置互動式練習及模擬談判等課程，亦可在我對邦交國或東南亞國家開設之訓練班中，設置相關課程，建立我與該等區域與國家人員之信任與信心關係，增進對彼此國家之理解，爭取對我國之認同與支持。

建議仍應持續派遣適當層級之外交人員，除爭取參與 APCSS 其他課程外，並增加外交部之參訓名額。赴 APCSS 參訓之意義，除對提升參訓學員之批判性思維、溝通、協作和決策能力甚有助益外，

更重要係在維繫我與美國及區域內各國中高階官員之個人情誼，維繫並維護我國在區域內之國際能見度，持續爭取各國對我國之理解、認同與支持。

四、 附件(課程資料如後)



DANIEL K. INOUE ASIA-PACIFIC CENTER FOR SECURITY STUDIES

ADVANCED SECURITY COOPERATION

COURSE SCHEDULE – ASC 18-2

Thursday, 20 Sep 2018			Day 1	
*** DRESS: UNIFORM / BUSINESS ATTIRE ***				
0730	0800	Buses arrive at APCSS		
0800	0900	Admin Check-in	APCSS Entrance	Course Leadership
		• 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
		DKI APCSS Welcome	Auditorium	Director Peter Gumataotao
		College of Security Studies Welcome	Auditorium	Dean Carleton Cramer
0930	0940	Course Welcome	Auditorium	Dr. Alex Vuving
0940	1010	Course Orientation and Security Review	Auditorium	Mr. Tom Patykula
1010	1030	Break	Lanai	
1030	1130	Topic 0: Course Overview and Polling	Auditorium	Dr. Alex Vuving
1130	1230	Catered Lunch – Seating by Job Function	Lanai	Mr. Tom Patykula
1230	1300	Computer Security Brief	Auditorium	Ms. Debra Fikac Ms. Sharon Godwin
1300	1305	Introduction of Seminar Leaders	Auditorium	Maj Botardo / Seminar Leaders
1305	1315	Seminar Leaders lead Fellows to seminar rooms	Various	Seminar Leaders
1315	1345	Microsoft Surface Pro Distribution & Training	Seminar Rooms	IT Training Personnel
1345	1400	Brief Self Introductions: Name Go-By Name Country	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. Cliff 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. Cliff Johnson
Friday, 21 Sep 2018			Day 2	
0800	0900	Topic 1: Introduction to Advanced Security Cooperation	Auditorium	Dr. Alex Vuving
0900	0915	Course Administration	Auditorium	Mr. Tom Patykula
0915	0930	Break	Lanai	
0930	1130	Seminar Orientation and Discussion: Topic 1	Seminar Rooms	Seminar Leaders
0930	1010	APCSSLink Training (Seminars 1, 2, and 3)	C101, C102, C103	Mr. Michael Shimechero
1010	1050	APCSSLink Training (Seminars 4, 5, and 6)	C104, C105, C106	Mr. Michael Shimechero
1050	1130	APCSSLink Training (Seminars 7 and 8)	B119, B118	Mr. Michael Shimechero
1130	1200	Initial Self-Assessment Survey	Seminar Rooms	Seminar Leaders
1200	1300	Catered Lunch – Seating by Seminar	Lanai	Mr. Tom Patykula
1300	1330	Topic 2: Cross Cultural Communication	Auditorium	LtCol Scott McDonald
1330	1345	Public Affairs and Library Briefings	Auditorium	Ms. Mary Markovinovic Ms. Tami Rosado
1345	1445	Water Safety Video, Emergency Brief, Weekend Brief	Auditorium	Mr. Tom Patykula
1450	1510	Male Fellows Orientation	Auditorium	Mr. Tom Patykula
1450	1510	Female Fellows Orientation	Maluhia Hall	Dr. Miemie Byrd
1510	1530	Break	Lanai	
1530	1600	Sub-Regional Orientation: Southeast Asia	Auditorium	Dr. Virginia Watson
1530	1600	Sub-Regional Orientation: Northeast Asia	CCR	LtCol Scott McDonald
1530	1600	Sub-Regional Orientation: South Asia	Maluhia Hall	Prof. Shyam Tekwani
1530	1600	Sub-Regional Orientation: Oceania	B105	Dr. Deon Canyon
1530	1600	Sub-Regional Orientation: United States / Canada / Latin America	B117	Prof. Dave Shanahan
1600	1700	Foundations of Fellowship (FoF) Event 1: Fellows' Reception	Lanai	Mr. Tom Patykula
Saturday, 22 Sep 2018			Day 3	
0800	1600	FoF Event 2: Arizona Memorial, NEX, and Commissary	Various	Mr. Tom Patykula
Sunday, 23 Sep 2018			Day 4	
		No course-related events this day		

MODULE 1: Introduction and Tools of Analysis				
In this module, Fellows will understand the complexity of the security environment and apply that framework to assess a security problem in the region.				
Monday, 24 Sep 2018			Day 5	
0800	0915	Topic 3: Complexity and Strategic Thinking	Auditorium	Dr. Deon Canyon
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1015	Break	Lanai	
1015	1130	Topic 4: Foresight and Assessment Tools	Auditorium	Dr. Deon Canyon
1130	1300	Lunch	Various	
1300	1600	Exercise 1: Mapping Complexity	Seminar Rooms	Seminar Leaders

Tuesday, 25 Sep 2018			Day 6	
0800	0830	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0830	1030	Exercise 1: Mapping Complexity (cont'd)	Seminar Rooms	Seminar Leaders
1030	1100	Break	Lanai	
1100	1130	Exercise 1: Reflections on Complexity	Seminar Rooms	Seminar Leaders
1130	1300	Lunch	Various	
1145	1245	BBL: <i>APCSSLink Tips</i>	Maluhia Hall	Mr. Michael Shimechero
1300	1345	Topic 5: The Fellow's Project	Auditorium	Prof. Dave Shanahan
1345	1445	Topic 6: The Fellow's Project: From Strategy to Reality	Auditorium	Ms. Saira Ahmed
1445	1500	Break	Lanai	
1500	1600	Fellow's Project: Work Session 1	Seminar Rooms	Seminar Leaders

MODULE 2: Strategic Landscape of the Indo-Pacific				
In this module, Fellows will understand and assess the strategic landscape of the region, social dilemma as a key obstacle to cooperation, learn how to overcome it, and apply the lessons to formulate ways to enhance sub-regional cooperation.				
Wednesday, 26 Sep 2018			Day 7	
0800	0915	Topic 7: Geopolitical Landscape of the Indo-Pacific Region	Auditorium	Dr. Mohan Malik
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Topic 8: Keynote on US Foreign Policy in the Indo-Pacific	Auditorium (via VTC)	Mr. Matt Pottinger
1115	1245	Lunch	Various	
1130	1230	BBL: <i>Topic TBD</i>	Maluhia Hall	Ms. Saira Ahmed
1245	1530	Seminar Discussion: Topics 7 and 8	Seminar Rooms	Seminar Leaders
1530	1600	Self-study	Seminar Rooms or Library	Fellows

Thursday, 27 Sep 2018			Day 8	
0800	1400	FoF Event 3: Bellows Beach	Bellows AFS	Mr. Tom Patykula

Friday, 28 Sep 2018			Day 9	
0800	0900	Topic 9: Roundtable: Leadership and Women in Peace and Security	Auditorium	Director Pete Gumataotao Dr. Miemie Byrd Dr. Deon Canyon Dr. Saira Yamin (Moderator)
0900	0915	Course Administration	Auditorium	Mr. Tom Patykula
0915	0930	Break	Lanai	
0930	1130	Seminar Discussion: Topic 9 (60 mins)	Seminar Rooms	Seminar Leaders
0930	1130	FP: Work Session 2 – Objective: Finalize Fellow's Project Titles (40 mins)	Seminar Rooms	Seminar Leaders
0930	0950	In-Depth Library Orientation: Seminar 1	C101	Ms. Tami Rosado
0930	0950	In-Depth Library Orientation: Seminar 2	C102	Ms. Gayle Yoshikawa
1000	1020	In-Depth Library Orientation: Seminar 3	C103	Ms. Tami Rosado
1000	1020	In-Depth Library Orientation: Seminar 4	C104	Ms. Gayle Yoshikawa
1030	1050	In-Depth Library Orientation: Seminar 5	C105	Ms. Tami Rosado
1030	1050	In-Depth Library Orientation: Seminar 6	C106	Ms. Gayle Yoshikawa
1100	1120	In-Depth Library Orientation: Seminar 7	B119	Ms. Tami Rosado
1100	1120	In-Depth Library Orientation: Seminar 8	B118	Ms. Gayle Yoshikawa
1130	1300	Halal Market, Mosque	Various	Mr. Tom Patykula
1300	1630	NEX, Commissary	Various	Mr. Tom Patykula
Saturday, 29 Sep 2018			Day 10	
0800	1200	FoF Event 4: Diamond Head Hike	DH Marquee	Mr. Tom Patykula
Sunday, 30 Sep 2018			Day 11	
		End of Week 1 – No course-related events this day		

Monday, 1 Oct 2018			Day 12	
0800	0915	Topic 10: Economics, Trade, and Security	Auditorium	Dr. Lori Forman
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Topic 11: Security Dynamics in South Asia	Auditorium	Dr. Chris Snedden
1115	1245	Lunch	Various	
1130	1230	BBL: <i>Advanced Web Searching and Database Searching Skills</i>	Maluhia Hall	Ms. Tami Rosado
1245	1400	Seminar Discussion: Topic 10	Seminar Rooms	Seminar Leaders
1400	1415	Break	Lanai	
1415	1530	Seminar Discussion: Topic 11	Seminar Rooms	Seminar Leaders
1530	1600	Self-study	Seminar Rooms or Library	Fellows

Tuesday, 2 Oct 2018			Day 13	
0800	0915	Topic 12: Security Dynamics in Southeast Asia	Auditorium	Dr. Miemie Byrd
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Topic 13: Security Dynamics in Northeast Asia	Auditorium	LtCol Scott McDonald
1115	1245	Lunch	Various	
1130	1230	BBL: <i>Denuclearization of North Korea</i>	Maluhia Hall	COL James Minnich
1245	1400	Seminar Discussion: Topic 12	Seminar Rooms	Seminar Leaders
1400	1415	Break	Lanai	
1415	1530	Seminar Discussion: Topic 13	Seminar Rooms	Seminar Leaders
1530	1600	Self-study	Seminar Rooms or Library	Fellows

Wednesday, 3 Oct 2018			Day 14	
0800	0915	Topic 14: Security Dynamics in Oceania	Auditorium	Dr. Al Oehlers
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Seminar Discussion: Topic 14	Seminar Rooms	Seminar Leaders
1115	1245	Lunch	Various	
1130	1230	BBL: <i>Managing Your Projects</i>	Maluhia Hall	Prof. Dave Shanahan
1245	1410	Exercise 2: Prisoner's Dilemma	Seminar Rooms	Seminar Leaders
1415	1430	Exercise 2: Debrief	Auditorium	
1430	1445	Break	Lanai	
1445	1600	Fellow's Project Work Session 3	Seminar Rooms	Seminar Leaders

Thursday, 4 Oct 2018			Day 15	
0800	0915	Topic 15: Regional Security Architecture	Auditorium	Dr. Alex Vuving
0915	0945	Course Admin and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Seminar Discussion: Topic 15	Seminar Rooms	Seminar Leaders
1115	1245	Lunch	Various	
1130	1230	BBL: <i>Topic TBD</i>	Maluhia Hall	Mr. Moyer
1245	1300	Exercise 3: Sub-regional Architecture Building Introduction	Auditorium	Dr. Alex Vuving
1300	1600	Exercise 3: Group Work	Seminar Rooms	Seminar Leaders

Friday, 5 Oct 2018			Day 16	
0800	0830	Course Admin and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0830	0945	Exercise 3: Group Work	Seminar Rooms	Seminar Leaders
0945	1015	Break	Lanai	
1015	1130	Exercise 3: Cross-briefs	Various	Seminar Leaders
1130	1300	Halal Market, Mosque	Various	Mr. Tom Patykula
1300	1630	NEX, Commissary	Various	Mr. Tom Patykula

Saturday, 6 Oct 2018			Day 17	
0900	2200	FoF Event 5: Polynesian Cultural Center	PCC	Mr. Tom Patykula
Sunday, 7 Oct 2018			Day 18	
		End of Week 2 – No course-related events this day		

MODULE 3: Security Dynamics in the Indo-Pacific
In this module, Fellows will understand the challenges and opportunities with regard to the major security issues in the region.

Monday, 8 Oct 2018

Day 19

Columbus Day Holiday – No Class

Tuesday, 9 Oct 2018

Day 20

0800	0915	Topic 16: Media and Security	Auditorium	Prof. Shyam Tekwani
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Topic 17: Countering Violent Extremism	Auditorium	Ms. Elina Noor
1115	1245	Lunch	Various	
1130	1230	BBL: <i>Media Clinic: Facebook and Twitter—Tips and Tricks</i>	Maluhia Hall	Ms. Mary Markovinovic
1245	1400	Seminar Discussion: Topic 16	Seminar Rooms	Seminar Leaders
1400	1415	Break	Lanai	
1415	1530	Seminar Discussion: Topic 17	Seminar Rooms	Seminar Leaders
1530	1600	Self-study	Seminar Rooms or Library	Fellows

Wednesday, 10 Oct 2018

Day 21

0800	0915	Topic 18: Environmental Security and Resource Scarcity	Auditorium	Dr. Scott Hauger
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Seminar Discussion: Topic 18	Seminar Rooms	Seminar Leaders
1115	1245	Lunch	Various	
1130	1230	BBL: <i>Mes Aynak Afghanistan: Case Study of Friction Between Heritage Management and Economic Development</i>	Maluhia Hall	Ms. Louise Formby
1245	1400	Topic 19: Disaster, Risk Management, and Resilience	Auditorium	Dr. Ben Ryan
1400	1415	Break	Lanai	
1415	1530	Exercise 4: Risk Management and Resilience Building	Seminar Rooms	Seminar Leaders
1530	1600	Self-study	Seminar Rooms or Library	Fellows

Thursday, 11 Oct 2018

Day 22

0800	0915	Topic 20: Security Sector Development and Civ-Mil Relations	Auditorium	Prof. Dave Shanahan
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Seminar Discussion: Topic 20	Seminar Rooms	Seminar Leaders
1115	1245	Lunch	Various	
1245	1400	Elective Session A	Various	Faculty
1400	1415	Break	Lanai	
1415	1530	Fellow's Project Work Session 4	Seminar Rooms	Seminar Leaders
1530	1600	Self-study	Seminar Rooms or Library	Fellows

Friday, 12 Oct 2018

Day 23

***** DRESS: UNIFORM / BUSINESS ATTIRE *****

0800	0915	Topic 21: Science, Technology, and Security	Auditorium	Dr. Ginnie Watson
0915	0930	Course Administration	Auditorium	Mr. Tom Patykula
0930	1020	Class and Seminar Photos	APCSS Marquee & Lanai	Photographers
1020	1130	Seminar Discussion: Topic 21	Seminar Rooms	Seminar Leaders
1130	1300	Halal Market, Mosque	Various	Mr. Tom Patykula
1300	1630	NEX, Commissary	Various	Mr. Tom Patykula

Saturday, 13 Oct 2018

Day 24

No FoF event this day

Sunday, 14 Oct 2018

Day 25

End of Week 3 – No course-related events this day

Monday, 15 Oct 2018			Day 26	
0800	0915	Topic 22: Maritime Security	Auditorium	CDR Jonathan Odom
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Seminar Discussion: Topic 22	Seminar Rooms	Seminar Leaders
1115	1245	Lunch	Various	
1245	1400	Elective Session B	Various	Faculty
1400	1415	Break	Lanai	
1415	1530	Fellow's Project Work Session 5	Seminar Rooms	Seminar Leaders
1530	1600	Self-study	Seminar Rooms or Library	Fellows

MODULE 4: Conflict Resolution and Security Cooperation
In this module, Fellows will apply skills and knowledge gained about security cooperation by undertaking specific activities.

Tuesday, 16 Oct 2018			Day 27	
0800	0915	Topic 23: Principles of Negotiation	Auditorium	COL James Minnich
0915	0945	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0945	1000	Break	Lanai	
1000	1115	Seminar Discussion: Topic 23	Seminar Rooms	Seminar Leaders
1115	1245	Lunch	Various	
1245	1400	Elective Session C	Various	Faculty
1400	1415	Break	Lanai	
1415	1515	Exercise 5: Negotiation Exercise Introduction	Auditorium	Dr. Alex Vuying LtCol Scott McDonald CDR Jonathan Odom Dr. Al Oehlers Dr. Cinnie Watson
1520	1600	Exercise 5: Assessing the Crisis and Staging for Negotiation	Team Rooms	Team Leaders

Wednesday, 17 Oct 2018			Day 28	
0800	0815	Course Administration	Auditorium	Mr. Tom Patykula
0815	0900	Exercise 5: Strategy Building	Team Rooms	Team Leaders
0900	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	Various	
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, 18 Oct 2018			Day 29	
0800	0815	Course Administration	Auditorium	Mr. Tom Patykula
0815	0900	Exercise 5: Country Team Meetings	Team Rooms	Team Leaders
0900	1030	Exercise 5: Negotiation Round 3	Various	Team Leaders
1030	1100	Exercise 5: Country Team Press Release Development, Intel Updates	Team Rooms	Heads of Government
1100	1230	Lunch	Various	
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	COL James Minnich

Friday, 19 Oct 2018			Day 30	
0800	0830	Course Administration and Cross Cultural Communication	Auditorium	Mr. Tom Patykula
0830	0945	Elective Session D	Various	Faculty
0945	1000	Break	Lanai	
1000	1130	Fellow's Project Work Session 6	Seminar Rooms	Seminar Leaders
1130	1300	Halal Market, Mosque	Various	Mr. Tom Patykula
1300	1630	NEX, Commissary	Various	Mr. Tom Patykula

Saturday, 20 Oct 2018			Day 31	
1700	2100	FoF Event 6: Taste of Asia-Pacific	Lanai	
Sunday, 21 Oct 2018			Day 32	
		End of Week 4 – No course-related events this day		

Monday, 22 Oct 2018			Day 33	
0800	0815	Course Admin	Auditorium	Mr. Tom Patykula
0815	1015	Fellow's Project – Start Briefs to Seminar	Seminar Rooms	Fellow's Project Mentors
1015	1030	Break	Lanai	
1030	1200	Fellow's Project – Complete Briefs to Seminar	Seminar Rooms	Fellow's Project Mentors
1030	1130	Cohort Brief to Center Leadership	ECR	Dr. Lori Forman LCDR Leah Cole
1200	1415	Seminar Lunch		
1415	1445	Concluding Self-Assessment Survey	Seminar Rooms	All Seminars
1445	1500	Break	Lanai	
1500	1600	Fellow's Project Farewell Brief	Auditorium	Prof. Dave Shanahan

Tuesday, 23 Oct 2018			Day 34	
0800	0830	End-of-Course Survey	Seminar Rooms	Seminar Leaders
0835	0845	Course Admin	Auditorium	Mr. Tom Patykula
0845	0900	Future Fellows Advocacy	Auditorium	Mr. Terry Slattery
0900	0915	Alumni Connections and Enduring Links	Auditorium	Mr. John Gasner
0915	0930	MERLN Brief	Auditorium	Ms. Tami Rosado
0930	0945	Break	Lanai	
0945	1045	(PH) Open Mic with the Director	Auditorium	Director Gumataotao
1100	1230	Lunch	Various	
1230	1330	Topic 24: Keynote on Regional Security Cooperation	Auditorium	TBD
1330	1400	Break	Lanai	
1400	1500	Topic 25: Concluding Thoughts and Implications (w/ Polling)	Auditorium	Director Gumataotao
1500	1600	Turn-in Surface Pros and Access Cards	Maluhia Hall	All Seminars

Wednesday, 24 Oct 2018			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. Alex Vuving
1100	1130	Presentation of Gifts	Auditorium	Mr. Ben Purvis
1100	1130	Reception	Lanai	Mr. Tom Patykula