

2025 ANNUAL REPORT

OUR VISION AND MISSION



OUR VISION

The Pacific Forum envisions an Indo-Pacific region where all states contribute to peace and stability, and all people enjoy security, prosperity, and human dignity while governed by the rule of law.

OUR MISSION

To find a better way to enhance mutual understanding and trust, promote sustainable cooperative solutions to common challenges, mitigate conflicts, and contribute to peace and stability in the Indo-Pacific. The Pacific Forum conducts policy-relevant research and promotes dialogue through a network of bilateral and multilateral relationships on a comprehensive set of economic, security, and foreign policy issues. Pacific Forum's analysis and policy recommendations help create positive change within and among the nations of the Indo-Pacific and beyond.

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MESSAGE FROM OUR PRESIDENT



ALOHA!

Pacific Forum did well in 2025. We continued to perform strongly despite a rapidly evolving and uncertain international security environment.

Strategic competition intensified across the Indo-Pacific, and regional dynamics shifted in ways that required considerable agility, creativity, and sustained engagement.

Against this backdrop, Pacific Forum maintained its momentum, strengthened its programs, and further established itself as a leading platform for policy-relevant analysis and dialogue on regional security.

MESSAGE FROM OUR PRESIDENT

Throughout the year, we continued expanding our existing initiatives while adapting to the changing strategic landscape.

Our work addressed a wide range of issues of growing significance for the Indo-Pacific, including economic security, cybersecurity, defense industrial cooperation, and the implications of emerging technologies and new domains, such as artificial intelligence and space. At the same time, we further developed our longstanding work on major-power relations, strategic deterrence, nuclear policy, regional security architecture, and public diplomacy.

Pacific Forum also broadened its engagement across the region, going beyond its long-running engagement of the Pacific and East Asia by deepening its partnerships in the Indian Ocean and strengthening linkages between the Indo-Pacific and Europe.

These efforts helped foster a more interconnected network of policymakers, scholars, and practitioners committed to addressing the region's most pressing security challenges.

Importantly, 2025 was also a year of strategic positioning. As geopolitical competition intensified and the Indo-Pacific became increasingly central to global security, Pacific Forum reinforced its role as a flagship US think tank dedicated to security and strategic issues in the Indo-Pacific.

By expanding our programs, strengthening our partnerships, and cultivating the next generation of policy leaders, we positioned the Forum to remain at the forefront of policy conversations shaping the future of the region.

Mahalo for your unwavering support



David Santoro



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FINANCIAL STATEMENT

US\$	FY25	FY24
Operating Revenue	\$4,270,277	\$3,183,007
Operating expenditures	\$4,147,980	\$3,565,535
Operating income	\$122,297	(\$420,943)
Investment income	\$588,400	\$1,012,520
Net income	\$710,697	\$614,885
Total Assets	\$7,443,053	\$6,696,324
Net assets	\$6,813,553	\$6,102,856

PACIFIC FORUM PROGRAMS



Pacific Forum is a private, non-profit, non-partisan foreign policy research institute. We conduct policy-relevant research while connecting and informing Indo-Pacific stakeholders and specialists to contribute to peace and stability in the region. Our objective is to enhance understanding by promoting sustainable, cooperative solutions to common security challenges to prevent or mitigate conflict. We do so by hosting conferences, lectures, and dialogues; offering resident and non-resident fellowships; mentoring next generation leaders; and publishing opinion, analysis, and reports addressing current and emerging issues affecting regional security.

The Pacific Forum is guided by the belief that bilateral and multilateral solutions to regional problems are the most effective ways to promote enduring peace and stability. To this end, we bring together current and former government officials, retired military leaders, next generation experts, and other thought leaders to meetings. Informed by those interactions, we pursue and promote research and share our insights and analysis through community events, briefings to government leaders, and publications.

We also recognize that it is vital to have the next generation in the room and at the table. Our next generation initiatives distinguish Pacific Forum from other organizations by providing opportunities for young experts to engage in real-world exchanges. Our programs provide unparalleled access to decision-makers and peers, ensuring that fresh voices and perspectives contribute to the regional security discourse.

Although much of our work centers on promoting peaceful relations between and among states, we recognize that other factors, including the well-being of all segments of society within individual states and the sustainability of natural resources, play important roles in the maintenance of a safe, peaceful, and secure Indo-Pacific.

Our work dynamically addresses both longstanding and emerging security issues. While not inclusive of all our activities, these programs showcase the exciting initiatives underway at Pacific Forum.

PROGRAMS AT PACIFIC FORUM INCLUDE :

- National Security and Defense
- Risk Reduction, Non-Proliferation, and Energy
- Geoeconomics and Economic Statecraft
- Geopolitics and Foreign Policy
- Next Generation initiatives



NATIONAL SECURITY AND DEFENSE



Pacific Forum’s National Security and Defense Program advances practical, solution-oriented policy dialogue on the evolving security challenges shaping the Indo-Pacific at a moment of increasing geopolitical competition and operational risk.

As the region becomes the central arena for strategic rivalry, technological innovation, and security and economic competition, decisions made today have direct implications for regional stability and global supply chains.

The program focuses on bridging the gap between policy development and operational execution by convening senior defense officials, military leaders, policymakers, industry partners, and strategic thinkers to address deterrence, alliance coordination, crisis management, and defense innovation in a rapidly changing security environment.

In 2025, Pacific Forum convened leaders and experts to address defense priorities through its flagship Honolulu Defense Forum, as well as discussions at the Honolulu International Forum. We published analysis focusing on evolving defense requirements and on the information environment, including malign influence activities by adversarial countries.

These activities provided trusted venues for frank exchanges across governments, allied and partner militaries, and the private sector, helping translate shared strategic objectives into actionable approaches that strengthen readiness and deterrence.

The program places particular emphasis on readiness and deterrence needs for the region, alliance resilience, gray-zone challenges, strengthening the defense industrial base, and the integration of emerging technologies into defense planning and operational concepts.

From strengthening interoperability and information sharing to addressing coercive economic pressure, the information environment, maritime security risks, contested logistics, munition needs and missile defense systems, and hybrid threats below the threshold of conflict, the program elevated issues that increasingly define the region's security landscape.

As technological advances—from artificial intelligence to space capabilities and cyber operations—reshape how deterrence is achieved and maintained, Pacific Forum's work ensures that policymakers and practitioners remain aligned on how to responsibly and effectively integrate innovation into defense cooperation.



HONOLULU DEFENSE FORUM

In February 2025, Pacific Forum hosted the Honolulu Defense Forum (HDF) an annual security conference dedicated to strengthening defense cooperation and enhancing deterrence across the Indo-Pacific region.

Established in 2024 as a conference on “Operationalizing Integration in the Indo-Pacific,” the HDF has quickly evolved into a venue that brings together key stakeholders from government, industry, and partner nations to address critical regional security challenges.

The 2025 forum, held February 12-14, included more than 400 participants, among them senior officials from nearly 20 nations across the Indo-Pacific, Europe, and North America.

It focused on leveraging geography, private-public partnerships, and alliance structures to strengthen resilience and enhance deterrence against growing threats in the region, particularly from what participants call an emerging “axis of autocracy” among China, Russia, North Korea, and Iran.

Participation consisted primarily of US government officials (27.8%), foreign government representatives (24.7%), industry stakeholders from both US and international companies (33.4%), nongovernmental organizations and academia (11.3%), and media (2.8%). Notable participants included Admiral Samuel Paparo, Commander of US Indo-Pacific Command, Members of Congress, and defense officials from across the globe such

HONOLULU DEFENSE FORUM

as Australia, Japan, South Korea, Canada, New Zealand, the Philippines, Taiwan, the United Kingdom, France, and Germany.

HDF addresses a wide range of themes, including operationalizing urgency in regional security, building and sustaining integrated defense capabilities, harnessing critical technologies at scale, driving innovation and competitiveness in security initiatives, building a robust industrial base, and promoting regional security through effective policies.

The 2025 conference featured extensive discussions on improving defense stockpiles, accelerating acquisition systems, scaling production of unmanned systems, strengthening industrial cooperation with allies and partners, advancing capabilities for contested logistics and missile defense, and enhancing information sharing, cognitive warfare, and the nexus between technology, innovation, and investment.



RISK REDUCTION, NON-PROLIFERATION, AND ENERGY

As the Indo-Pacific region becomes the central arena of global strategic competition, the Pacific Forum examines the geopolitical, military, and technological factors shaping the regional and global security environment. Much of our work on strategic and security issues focuses on the evolving dynamics of major-power relations and the need for strategic stability and effective risk reduction in the Indo-Pacific.

Strategic competition—particularly among the United States, China, and Russia—is increasingly influencing regional security dynamics, alliance relationships, and the future of international order. To tackle these challenges, Pacific Forum addresses issues related to deterrence, extended deterrence, assurance, crisis management, and arms control.

Through research and convening activities, Pacific Forum seeks to promote informed policy discussions and practical approaches to managing competition responsibly while reducing the risks of crisis escalation, including the use of nuclear weapons. While nuclear weapons remain central to these discussions, the growing role of emerging technologies and new operational domains—including cyber, space, and advanced conventional capabilities—are reshaping the strategic landscape. Significantly, interaction between these capabilities and nuclear deterrence creates new risks of misperception, escalation, and instability that require careful analysis and dialogue.

Pacific Forum's programs assemble policymakers, military officials, scholars, and practitioners through track-2 (sometimes track-1.5) dialogues, workshops, and conferences.

A growing component of Pacific Forum's work also focuses on the intersection between energy security and strategic stability in the Indo-Pacific. Many countries across the region face rising energy demand while simultaneously pursuing ambitious climate goals. In this context, nuclear energy is increasingly being considered as a reliable, low-carbon source of baseload power. Pacific Forum's work in this area examines the strategic, regulatory, and governance implications of nuclear energy development.

The expansion of civilian nuclear programs requires robust safety, security, and nonproliferation frameworks to ensure that nuclear technology is used responsibly and transparently. Through policy research and regional dialogues, Pacific Forum facilitates discussions on best practices for nuclear governance, international safeguards, export controls, and civil nuclear cooperation. By bringing together experts from government, academia, and industry, Pacific Forum helps foster regional cooperation on the peaceful use of nuclear technology while addressing the potential proliferation and security risks associated with its expansion. These efforts support a balanced approach that recognizes the importance of energy security, climate objectives, and nonproliferation commitments.

Taken together, Pacific Forum's work on major-power relations and risk reduction, nonproliferation and nuclear security, and energy security reflects the organization's broader mission: to provide rigorous analysis, facilitate meaningful dialogue, and develop practical policy solutions for the most consequential security challenges facing the Indo-Pacific.

GEOECONOMICS AND ECONOMIC STATECRAFT



Pacific Forum’s Economic Statecraft Initiative advanced several focused projects examining the intersection of semiconductors, critical technologies, and economic security. With support from the US Department of State, the Pacific Forum launched two fellowship programs for scholars from Vietnam and the Philippines specializing in technology policy, with particular emphasis on semiconductor technologies.

The programs brought together 16 fellows—eight from each country—who conducted research on strengthening national frameworks for protecting sensitive semiconductor technologies and improving export control norms governing technology trade. Through mentorship, workshops, and policy engagement, the fellowship programs aimed to build a network of emerging experts capable of contributing to more resilient and secure technology ecosystems in their respective countries.

In October, Pacific Forum also convened the Taipei Economic Security Seminar, bringing together leading experts, policymakers, and

researchers from across the Indo-Pacific region.

Over two days, participants examined key economic security challenges, including the opportunities and constraints associated with building a truly “non-red” supply chain and the growing need for coordination among allies and partners as adversarial actors increasingly weaponize critical supply chains. During the seminar, the Director of the Economic Statecraft Initiative delivered a presentation on near-shoring strategies and the opportunities and challenges involved in strengthening trusted semiconductor supply chains across the region. The discussions highlighted the importance of collaborative approaches to safeguarding critical technologies and ensuring the resilience of key industries.

In December, Pacific Forum convened a half-day seminar in Tokyo as part of the Japanese government’s Economic Security Global Forum Weeks. Our program addressed information sharing between the public and private sectors as well as Japan’s planned security clearance system.

GEOPOLITICS AND FOREIGN POLICY



Pacific Forum examines geopolitical and foreign policy developments across the Indo-Pacific, assessing their political, security, and economic implications while working to strengthen relationships among key regional actors. Through integrated programming—spanning defense, economic statecraft, critical technologies, and nonproliferation—Pacific Forum translates complex dynamics into actionable insights that inform policy, deepen cooperation, and advance regional stability.

Through engagements across Bangkok, Phnom Penh, Taipei, Singapore, and Honolulu, Pacific Forum brings together diverse regional perspectives from across East and Southeast Asia and the Indian Ocean. These efforts integrate discussions on economic, energy, and security challenges to strengthen bilateral and multilateral relationships and foster a more connected, resilient Indo-Pacific.

On the Korean Peninsula, Pacific Forum continued to advance dialogue on alliance coordination and regional security through convenings such as the “ROK–U.S. Alliance: Navigating Challenges and Seizing Opportunities.” Discussions addressed extended deterrence, North Korea’s nuclear program, economic cooperation, defense industrial collaboration, and burden sharing, complemented by research exploring perspectives on Korean unification and long-term stability.

Pacific Forum expanded its engagement through a robust portfolio of roundtables, workshops, conferences, and publications. In 2025, the program deepened partnerships and increased analytical output, convening experts from India, the United States, and the Maldives to examine evolving geopolitical dynamics and maritime security challenges shaping the region.

INDIA AND INDIAN OCEAN SECURITY

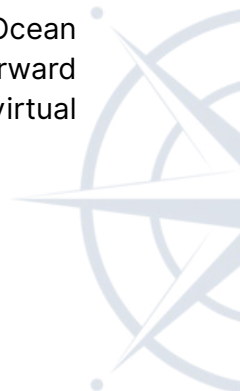


Pacific Forum's India and Indian Ocean Security program has been one of the organization's most active portfolios. In 2025, however, the program faced disruption following a Department of State review that led to the termination of three of the projects it supported. While this created uncertainty and curtailed several planned in-country activities, the program demonstrated resilience by pivoting toward new initiatives and partnerships.

With the support of a private philanthropist, Pacific Forum designed and launched a new US-India Fellowship Program, selecting two American scholars for a six-month nonresident fellowship focused on research related to the bilateral relationship and regional security dynamics. The fellowship culminated in an immersive research trip to India, where the fellows engaged with local experts and policymakers in the private sector and higher education.

At the same time, the program expanded its intellectual output on the strategically important Indian Ocean region through a growing portfolio of publications and public programming. With support from another private foundation, Pacific Forum increased the number of analytical publications addressing developments across the region and hosted a webinar featuring leading Indian Ocean security experts from India, the United States, and the Maldives.

These discussions examined emerging geopolitical dynamics and maritime security challenges shaping the region. Although 2025 proved to be a disruptive year for the program's traditional in-country activities—such as workshops, roundtables, and conferences—the India and Indian Ocean Security Program continued to move forward through fellowships, publications, and virtual engagements.



THE COUNCIL FOR SECURITY COOPERATION IN THE ASIA PACIFIC (CSCAP)



Since its founding in 1993, the Council for Security Cooperation in the Asia Pacific (CSCAP) has provided “a more structured regional process of a non-governmental nature to contribute to the efforts toward regional confidence building and enhancing regional security through dialogues, consultation and cooperation.”

The founding group of 10 strategic studies institutes (Australia, Canada, Indonesia, Japan, Korea, Malaysia, the Philippines, Singapore, Thailand, and the United States) has been joined by New Zealand, Russia, North Korea, Mongolia, China, India, European Union, Vietnam, Cambodia, Brunei, Myanmar, and Laos and now has a member committee from nearly every country in the region. The Pacific Island Forum Secretariat is an associate member. Pacific Forum serves as the Secretariat for the US CSCAP Member Committee.

Pacific Forum’s initiatives support the goals and principles of the global nonproliferation regime, particularly the three pillars of the Treaty on the Non-Proliferation of Nuclear Weapons: preventing the spread of nuclear weapons, advancing nuclear disarmament, and promoting the peaceful uses of nuclear technology. Through research projects, policy dialogues, and capacity-building initiatives, Pacific Forum works to strengthen regional understanding of nonproliferation norms and to support effective implementation of international agreements and commitments.

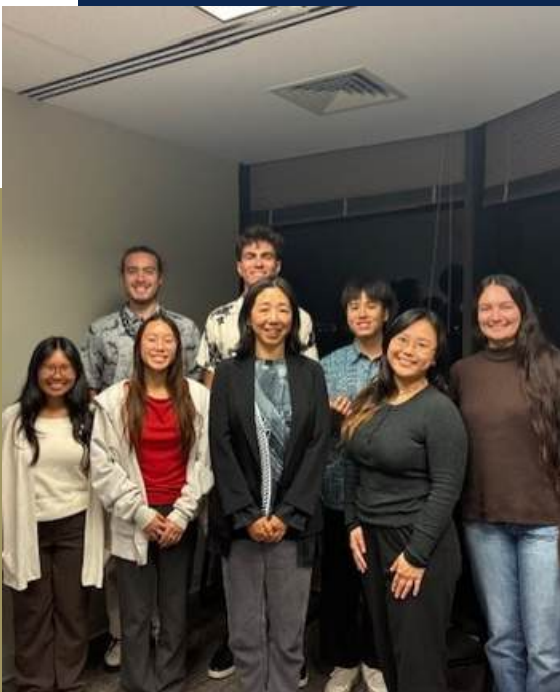
Specific areas of focus include the safe, secure, and peaceful use of nuclear technology, preventing illicit trafficking in weapons of mass destruction and related materials, and promoting effective management of sensitive goods and dual-use technologies.

Pacific Forum also supports implementation of key international instruments such as United Nations Security Council Resolution 1540, which requires states to adopt measures to prevent non-state actors from acquiring nuclear, chemical, or biological weapons. In Southeast Asia, the Forum encourages dialogue and engagement surrounding the Bangkok Treaty and its protocol, including discussions between members of Association of Southeast Asian Nations and nuclear-weapon states.

Pacific Forum, as part of the consortium of CSCAP-affiliated institutes, has collaborated with other affiliates to undertake research efforts focused on specific issues. These include a collaboration with the Rajaratnam School for Strategic and International Studies (RSIS), the Secretariat for CSCAP Singapore, on a comprehensive study of best practices and lessons learned by selected international and regional organizations and which provided a series of recommendations for moving from confidence building to preventive diplomacy a study that was accepted by the Asia Regional Forum (ARF) as the guiding reference for the development of the 2011 ARF Work Plan on Preventive Diplomacy and work with Indonesia’s Centre for Strategic and International Studies, the Secretariat for CSCAP Indonesia, on a workshop on cybersecurity that developed the framework for the ARF Inter-sessional Meeting (ISM) work plan for information and communication technologies (ICTs).

NEXT-GENERATION PROGRAMS

The Pacific Forum is committed to developing and engaging the next generation of leaders in Hawaii, the US mainland, and throughout the region and beyond. For over 20 years, we have enriched the careers of young security specialists by engaging them in the practical aspects of policymaking, from attendance at senior-level dialogues to publishing opportunities to in residence research fellowships that provide them with the opportunity to research a specific area in depth.



Our Next Generation initiatives aim to educate upcoming experts who seek to work on Indo-Pacific issues across a range of endeavors: from hard security challenges to regional security architectures, wide-ranging economic security questions to narrowly focused technology or infrastructure issues, to name just two axes of effort.

Those programs inform, facilitate networking, provide publication opportunities, and insert next generation thinking into substantive discussions. They join senior-level discussions or in some cases have programs dedicated to them.

Our flagship effort is the **Young Leaders** Program. Launched over 20 years ago, this initiative has allowed hundreds of aspiring experts, scholars and officials—age 24-35—to join Pacific Forum programs around the world. The alumni network now has several thousand people and continues to expand. Among the many opportunities they enjoy, Young Leaders are invited to participate in cutting-edge discussions at the Center for Global Security Research at Lawrence Livermore National Laboratory.

They regularly attend the Asia Pacific Roundtable, which is convened each year by the Malaysian Institute for Strategic and International Studies in Kuala Lumpur, Malaysia as well as the biannual general conference of the Council for Security Cooperation in the Asia Pacific (CSCAP).

Young Leaders have city chapters around the world, where they regularly meet and discuss issues, often joined by visiting senior Pacific Forum staff. They also have a dedicated blog, where their work is published.

More local in focus and orientation is the **Asia Pacific Leadership Initiative** (APAL). Supported by the Takitani Foundation, APAL members are younger—ages 18-22—and their work is more closely connected to Hawaii. A cohort is selected each year; they meet monthly to discuss regional trends and concerns and share perspective with senior Pacific Forum staff and other local experts. Members of the 2025-26 group traveled to Tokyo for meetings, discussions and site visits. In addition, they write research papers that tie Hawaii to a broad range of Indo-Pacific issues.



FELLOWSHIPS

Pacific Forum began its fellowship program in 2002 with a single Vasey Fellowship for young scholars working on East Asian issues. Since then, we have created additional fellowships and have hosted over 100 resident fellows from 21 countries. We have also offered non-resident fellowships, allowing several hundred young professionals working or studying far from Hawaii to conduct research under the guidance of a mentor from Pacific Forum's network and participate in Pacific Forum programs, both in person and virtually.

LLOYD AND LILIAN VASEY FELLOWSHIP

The Pacific Forum's original fellowship, now well into its second decade, is named after founder RADM (USN, Ret.) Lloyd R. "Joe" Vasey and his wife Lilian. The fellowship affords promising young Asian scholars the opportunity to serve as researchers at the Pacific Forum and to develop hands-on expertise in US-Asia policy issues.

JAMES A. KELLY KOREAN STUDIES FELLOWSHIP

The Kelly Fellowship Program consolidates, enhances, institutionalizes, and builds upon Pacific Forum's Korea-oriented programs. The fellowship recognizes the exemplary efforts of former Assistant Secretary of State and Pacific Forum President Emeritus James Kelly to improve US-ROK relations and encourage the DPRK to denuclearize and join the international community. The program encourages the study of Korean economic and security issues with particular focus on raising awareness among the next generation of scholars and officials in the US, ROK, and worldwide about the vital role the Korean Peninsula plays in regional and international affairs.

WSD-HANDA FELLOWSHIP

Through the generosity of the Worldwide Support for Development and Dr. Handa Haruhisa, the Pacific Forum operates the WSD-Handa Fellowship Program. This fellowship allows resident and non-resident fellows from the Asia Pacific, North America, and Europe to participate in our programs. WSD-Handa Fellows are also invited to participate in exclusive "Handa Forum" activities.

THE INDIA TECHNOLOGY POLICY (ITP) FELLOWSHIP

The ITP Fellowship is a 12-month hybrid policy research fellowship focused on semiconductor technologies supported by the Department of State's Export Control and Related Border Security (EXBS) Program. During the year, eight fellows engaged in research and analysis of India's policy and legal frameworks' impacting semiconductor technology protections. Following months of research and guidance under the supervision of Pacific Forum experts and mentors, the Pacific Forum organized a tour of a fabrication facility in Austin, and meetings with industry leaders and academics in Washington D.C., San Jose and Phoenix. At the end of their fellowship, fellows authored policy papers with actionable recommendations for the US and Indian governments.

INTERNSHIPS

Pacific Forum offers full- and part-time internships for students and recent graduates who are interested in gaining practical experience at an international think tank. Pacific Forum has MoUs with Pomona College, the Walsh School of Foreign Service's Asian Studies Program at Georgetown University, and the Center for Indo-Pacific Affairs at the University of Hawai'i to mentor interns who assist in Pacific Forum programming and original research. We also host other students who express interest in working with us. We hosted more than a dozen interns throughout 2025 for stays of varying duration, including students from Yale University and Princeton University, as well as virtual interns based in Japan, Singapore, and the US mainland.



INTERNATIONAL VISITOR LEADERSHIP PROGRAM (IVLP)

Since 2024, Pacific Forum has been the local programming partner in Honolulu for the Department of State's International Visitor Leadership Program (IVLP). Through short-term visits, IVLP provides current and emerging global leaders in a variety of fields the opportunity to experience the United States firsthand and cultivate lasting relationships with counterparts in the US. In 2025, Pacific Forum hosted 53 IVLP participants from over 15 countries to engage with experts in Honolulu on topics such as strengthening cybersecurity cooperation, accelerating shipping & supply chains in the Pacific, and disaster preparedness and emergency management.

ENGAGING THE HAWAII COMMUNITY

To promote understanding of the Indo-Pacific and foster dialogue about regional issues, Pacific Forum's Honolulu International Forum engages our home community in Hawaii. At these forums, students, professionals, members of the military, educators, and executives engage in discussions that emphasize the interconnectivity between Hawaii and the region.

HONOLULU INTERNATIONAL FORUM



The Honolulu International Forum is a private, off-the-record breakfast seminar series is one of Pacific Forum's most popular Honolulu programs. HIF members attend small, closed-door roundtable sessions with prominent experts, analysts, and diplomats from the policy-making community. Notable talks in 2025 featured Dr. K. Srikar Reddy, Consul General for the Indian Consulate, Dr. Victor Cha, professor at Georgetown University, Lt. Gen. (ret) Chun In-bum, former military leader in the ROK Army, and Joel Wit, former U.S. State Department official.

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Kula Kukonu
Program Manager



Belle Rudge
Program Manager



PUBLICATIONS

Pacific Forum has a robust publications program that includes in-depth research and shorter political commentary on timely topics and issues of enduring concern. In 2025 Pacific Forum published 109 PacNets and 13 volumes of Issues & Insights, all of which examine major players and developments in the Indo-Pacific region.

Pacific Forum's PacNet series has for decades provided a forum for experts to share insight on Indo-Pacific security in a rigorous, short-form, and accessible format. As usual, East Asia (excluding China) was the most popular subject, with more than 26 articles devoted to it South Korea, Japan, and/or Taiwan.

Reflecting the growth in Pacific Forum's work on India and Indian Ocean security, 21 PacNets dealt with South Asia as a primary topic, be it in security, supply chains, or training the next generation. China itself was the primary focus of 11 PacNets, with 10 addressing Southeast Asia/ASEAN, with five about the Pacific Islands. Other areas of growth included the subject of economic statecraft and technology, the theme of 15 PacNets, with 18 articles about defense preparations and/or the defense industrial base.

In April, in honor of Pacific Forum's 50th anniversary, three current or former Pacific Forum directors wrote reflections on their most memorable experiences while working at the Forum, including next generation mentoring, the launch of what is now the Honolulu Defense Forum, and redefining "security" during the COVID-19 pandemic.



COMMUNICATIONS

In 2025, Pacific Forum continued to expand its global visibility through strategic communications, digital engagement, and targeted media outreach. Communications efforts supported the Forum's research, events, and dialogues through coordinated digital campaigns, social media engagement, media outreach, and website content distribution.

A central focus was amplifying the impact of the Honolulu Defense Forum—Pacific Forum's premier strategic convening—which served as the organization's largest communications and outreach moment of the year.

These efforts helped elevate Pacific Forum's voice in key conversations shaping the Indo-Pacific, ensuring that the organization's analysis, publications, and expert commentary reached policymakers, industry leaders, and international audiences. Key to that work was a consistent digital presence across multiple platforms, highlighting research outputs, fellowship programs, and major convenings such as the Honolulu Defense Forum and the Honolulu International Forum series. The organization's website serves as a central hub for Pacific Forum's research and insights, drawing a global audience seeking analysis on Indo-Pacific security, diplomacy, and regional cooperation.

Strategic storytelling and visual content played a key role in amplifying program visibility and strengthening engagement with Pacific Forum's growing online audience. Social media platforms further extended the reach of Pacific Forum's publications, events, and expert commentary, helping connect the organization's work with policymakers, journalists, and stakeholders around the world.

Through coordinated communications, media engagement, and digital outreach, Pacific Forum strengthened its reputation as a trusted source of analysis and dialogue on Indo-Pacific security and strategic affairs.

WEBSITE & DIGITAL REACH

227K

Active users
onpacforum.org

221K

New users

389K

Total page
views

283K

Sessions recorded
across the year

MAILCHIMP

83K

Emails sent

7,660

Total contacts

LINKEDIN

756,349

Impressions

15,782

Total followers
with a net gain of 4,880

11,419

Reactions

18,486

Page views

9,106

Unique visitors

2,952

LinkedIn page searches

OTHER SOCIAL MEDIA

184K

Facebook
views

70.7K

Instagram views

+60.4%

Instagram reach
growth

24.7K

X followers

2025 EVENTS

Jan. 17: Honolulu International Forum featuring Indian General Consul, Dr. K. Srikar Reddy (Honolulu)

Feb. 4: Honolulu International Forum featuring Dr. Victor Cha (Honolulu)

Feb. 13-14: Honolulu Defense Forum (Honolulu)

Mar. 4-5: Southeast Asian Views on Rising US-China Strategic Competition and Implications for Strategic Stability, Deterrence, and Nonproliferation (Bangkok)

Mar. 18-20: CSCAP Nuclear Energy Experts Group (Bangkok)

Mar. 31: US-Cambodia Regional Security and Nonproliferation Dialogue (Phnom Penh)

Apr. 7: Honolulu International Forum featuring Marc Abensour, Véronique Roger-Lacan, Emmanuel Boiteau, Florian Cardinaux (Honolulu)

Apr. 8: Honolulu International Forum featuring Taha Macpherson (Honolulu)

Apr. 15: Pacific Forum 2025 Annual Dinner: Pacific Forum 50th Anniversary (Honolulu)

May 13: Honolulu International Forum featuring In-bum CHUN (Honolulu)

May 20: Honolulu International Forum Featuring His Excellency Hussain Mohamed Latheef, Vice President of the Republic of Maldives (Honolulu)

June 4-6: China-US Dialogue on Strategic Nuclear Dynamics (Shanghai)

June 10: Enhancing Deterrence and Resilience Toward Hybrid Threats in the Indo-Pacific (Honolulu)

July 15: The ROK-U.S. Alliance under the 2nd Trump Administration (Honolulu)

Sept. 4-5: CSCAP Study Group on Nonproliferation and Disarmament in the Asia Pacific (Seoul)

Sept. 22: US-Singapore Nuclear Energy and Nonproliferation Dialogue (Singapore)

Oct. 2: Chinese Views on Korean Unification (Virtual)

Oct. 22-23: Taipei Economic Security Seminar (Taipei)

Oct. 27: Honolulu International Forum featuring Satu Limaye (Honolulu)

Nov. 28: Rising Tides in the Indian Ocean (Virtual)

Dec. 10: Honolulu International Forum featuring Joel Wit (Honolulu)

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