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**Presentation Summaries 'Civil-Military
Responses to Terrorism' 14-25 April, 2003,
Monterey, CA**

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Presentation Summaries
‘Civil-Military Responses to Terrorism’
14-25 April, 2003
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Course Overview: This will set the context for the course and explain the methods to be used for the week. Most important will be emphasizing the value of discussing concepts which can be applied to each participating country’s unique political and organizational circumstances. (Instructor: Paul Shemella)

Terrorism in Transition: This is an introduction to terrorism designed to deal with the contentious issues of what it is, what causes it, and how it is changing. A full group discussion period will permit all participants to enrich the understanding of all by presenting divergent views. The discussion will lead to a working definition of terrorism that can be used as an analytical framework for the remainder of the course. (Instructor: Paul Shemella)

Terrorist Psychology and Sociology: This presentation goes beyond the previous discussion by describing how terrorists think and why they act as they do. The follow-on discussion will highlight how understanding individual and group terrorist profiles can lead to more accurate targeting, risk assessments, and force protection decisions. (Instructor: Dr. Maria Rasmussen)

The Democratic Toolkit for Combating Terrorism: The ‘tools’ governments have at their disposal for preventing and responding to terrorism are listed here in a typology that will form the basis for much of the week’s discussion. Presentation of this material will be in the democratic context, recognizing that participating nations govern themselves from different points along the spectrum of democratic consolidation. (Instructor: Paul Shemella)

Homeland Security in the Age of Modern Terrorism: This presentation will lay out the concepts and principles of sound homeland defense, applicable to all countries. It is meant to be a companion piece to the Risk Assessment presentation that follows it. The focus of most countries that combat terrorism is primarily homeland security. The discussion that results from these lectures is expected to include many variations on this theme. (Instructor: Steven Bloch).

Risk Assessment: In this lecture and follow-on discussion the student will gain an understanding of the four step risk assessment methodology: friendly target compilation and evaluation, threat exposure assessment, threat capability assessment, and risk characterization. Using these steps the student will apply the four steps to a case model and place their assessment determinations into a risk characterization matrix. (Instructor: Ed Hoffer)

Defeating Terrorism in a Liberal State: This lecture and discussion will focus on the treatment of terrorism as a crime, using the Wilkinson model as a basis for discussion. The issues of liberty versus security and military versus police will be explored. This presentation will also set the stage for a full treatment of the British case later in the course. (Instructor: Ken Dombroski)

The Legal Basis for Combating Terrorism: This lecture introduces the student to existing international legal conventions that support combating terrorism. United Nations, and regional organization legal conventions are covered. The group discussion will emphasize that a mature international legal framework exists today that allows willing nations to cooperate together against terrorist organizations. (Instructor: Peter Leentjes)

International Approaches to Combating Terrorism: This presentation introduces the student to existing international coalitions and organization currently engaged in the global effort to combat the danger of international terrorism. The lecture and follow on discussion will emphasize the importance of multilateral coordination and how such coordination is today effectively used by international coalitional and organization to combat transnational crime and terrorism. (Instructor: Peter Leentjes)

Intelligence and Combating Terrorism: The key to successful combating terrorism strategies for all governments is to have the best possible intelligence. This presentation and discussion will focus on how governments can collect, process, and disseminate that intelligence and how they might use it to defeat or contain terrorism. (Instructor: Ken Dombroski)

Terrorism and Weapons of Mass Destruction: The aim of this presentation is to examine the nexus between WMD and terrorism. The possibility that terrorists may actually use these weapons and possible consequences will also be discussed. (Instructor: Peter Lavoy)

Consequence Management for Terrorist Attacks: A critical component of preparing for (and perhaps deterring) a terrorist attack is the development of a rapid and comprehensive capability to deal with the aftermath. Such a capability will require civilian and military organizations to coordinate closely within a series of national, regional, and local government plans. This presentation will introduce the student to the consequence management process, identifying the issues to be considered by any government. (Instructor: Ed Hoffer)

Defense Restructuring for Combating Terrorism: All governments continually restructure their defense establishments in response to changing conditions and new requirements. Terrorism presents new challenges for defense restructuring that must be balanced against other requirements. This presentation will introduce the concepts and principles of restructuring, particularly for increasing the effectiveness of a military force against the terrorist threat. (Instructor: Paul Shemella)

Measures of Effectiveness: A combination of lecture presentation and follow-on facilitated student group discussion will introduce the student to the importance of determining valid measures of effectiveness and differentiating them from measure of performance. Facilitated student group discussion will examine the requirement of determining strategic end states for combating terrorism, then defining valid measurable operational goals, objectives, and tactical targets that achieve the desired end state. (Instructor: Carl Cobb)

Building a Strategy for Combating Terrorism: This presentation and discussion focus on putting all the elements of combating terrorism together into a comprehensive long-term program to contain or defeat terrorism. Particular attention will be paid to identifying and attacking terrorist ‘centers of gravity.’ The framework for strategy development will prescribe applying the government’s tools in three phases: prevention, targeting, and punishment. (Instructor: Paul Shemella)

Media Issues in Combating Terrorism: The power and influence of the media reaches its zenith in the reporting of terrorism and efforts to respond to it. This presentation will examine the issues that arise with the media’s approach to terrorism, and the effect those issues have on the military aspect of a government’s response. Terrorism is theater, and the media will inevitably be a part of the show. Governments must learn to work with the media to provide their citizens with information and to reduce terrorism. (Instructor: Steven Bloch)

Ethics in Combating Terrorism: The way in which methods to combat terrorism are applied can be just as important as the methods themselves. This topic has been introduced to stimulate discussion regarding why it is necessary to adhere to certain moral standards when attempting to defeat those with no apparent concern for human life. Also investigated will be the notion that terrorism have their own set of ethics, and that those attitudes can be used to help governments contain or defeat them. (Instructor: Bob Schoultz)

Case-Studies: The five cases presented in this course are drawn from published sources and as well as the expertise of each instructor. The case-studies are designed to portray successes and failures of efforts to combat terrorism. All are similar in scope and format in order to facilitate comparison with each other, and to enable students to apply the teaching points to their own situations at home.

Classroom Exercise: The four-part scenario will place seminar participants in the middle of an unfolding crisis in the fictitious nation of Utopia. Playing the role of national security advisors to the President and cabinet, students will produce four sets of recommended actions. Working in small ‘breakout’ groups, students will first examine threats to the national interest and list their government’s political objectives. Next they will conduct a rudimentary ‘net assessment’ of government and terrorist capabilities. For Part III, the groups will provide short-term options for responding to terrorist threats. The last part of the exercise will require the groups to produce a set of long-term

recommendations for Utopia's long-term combating terrorism program. Each breakout group will be advised by a CCMR or COE faculty member.

Research Sources and Methods: This period will be devoted to distributing and discussing the best ways to conduct research on terrorism. Websites, books, and articles will be cited. (Instructor: Ken Dombroski)

Lessons Learned and Best Practices: This presentation will summarize the main teaching points of case-studies in combating terrorism, seeking commonalities. It is expected that this session will be interactive and thought provoking. Extracting lessons learned and best practices from the experiences of other countries confronting terrorism is the culmination of the course. (Instructor: Paul Shemella)