

UCLA School of Public Affairs, Department of Public Policy
Spring Quarter 2007
Public Policy 290, Section 1
Meeting: Mondays and Wednesdays 10:30-12 in Public Policy 2284

4/22/07

Terrorism and Counterterrorism: Public and Private Responses

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Complex

Course TA: Mike Stajura (*MPP from UCLA and now a Ph.D. Candidate in the UCLA School of Public Health,*) <michael.stajura@gmail.com>

Course Entry: The course is open to any graduate students from the Anderson School of Management, the Department of Political Science, the Department of Economics, the School of Public Affairs, and other professional schools with an interest in the subject of terrorism.

Course Sponsors: The Anderson School of Management Center for International Business and Education Research (CIBER) and the UCLA School of Public Affairs.

INTRODUCTION

Government and business security and crisis response to terrorism is a study of challenges; opportunities and problems encountered by public and private institutions in an increasingly globalized world. Both the 9/11 event and the later incidents and close calls point to the importance of policy response and practice, both public and private, to major disruptive events. The difference between the promise and reality in our societal response to these events shows that, if anything, being prepared for major disruptions of national life is an extremely complex issue. Recognizing the differences in types of issues (social, political, demographic,

ecological, economic etc), in regional resources and in jurisdictional authority alone points to the tremendous difficulties of creating sensible, standard and workable solutions to security and crisis situations. In this course we will cover a broad set of both policy issues and practice/operations issues related to the two themes of public and private security and crisis response.

To address these two themes three professors, representing business, government and human welfare have organized this course using both their own and invited expertise to present and discuss the questions that inevitably arise: When is an event a crisis event? How do business and government share responsibility for questions of security? What is the proper role of business in responding to catastrophic events? What is the best process for developing public policy for terrorism? Who should pay? How much? Why? How do the local, national, and regional levels of jurisdictions best work together to produce an effective and coherent policy response. By nature the course requires a multidisciplinary approach that focuses on the nexus between government and business and thus many points of view will be considered. The first half of the course is intended to familiarize students with general concepts and issues behind business security and public policy while the latter part will delve into more details and focus on the actual problems facing business and government leaders in today's global environment. Issues that will be addressed during the course of the class include:

- Background on terrorism;
- Economic, political, human, and social costs of catastrophic events;
- Public-private partnerships;
- Preparedness and recovery;
- Impact on business and management;
- The public and private response – what is it and what it should be?

COURSE OBJECTIVES

This course has two main objectives. The first is to familiarize students with general concepts as it relates to disaster and terrorism planning. Beyond the simple recognition and recall of concepts we hope to increase student ability to explain and apply these ideas and concepts to the business perspective in preparing and responding to catastrophic events. The goal is to be able to read, understand and explain accurately current events and decision situations. For example, what are the business planning implications of changing the DHS Threat Advisory Level? What are the costs and benefits of such planning? How is the introduction of new technologies, practices and personnel to be accommodated and paid for? Thinking through those implications is central to making good business planning decisions. To

help achieve this goal, we will begin our class session with a discussion of assigned readings and apply it to current events.

The second goal of the course is to understand the major managerial challenges that firms face in developing strategies to counter terrorism and hedge themselves against disasters. It will become clear that threats are best dealt with through a multifaceted approach where public-private partnerships are the cornerstone. The course structure reflects this in its multidisciplinary approach moving from the general context to the more functional specific challenges that firms face.

Course Modus

The major modus of the course is presentation, analysis and discussion. The format is mixed lecture/seminar style. A typical session will begin with a talk by the course leaders or invited guests followed by a Q&A session. Student lead discussion of assigned readings and a current web posted article will often follow. This will be an active discussion class where a wide variety of opinions can be heard but where hard questions about assumptions, models and frameworks will be emphasized. Students are expected to prepare fully for each class session.

COURSE MATERIALS

Texts: Peter Katona, Michael Intriligator, and John P. Sullivan, Editors, *Countering Terrorism and WMD: Creating a Global Counter-Terrorism Network*, London: Taylor & Francis, 2006.

Philip E. Auerwald, Lewis M. Branscomb, Todd M. LaPorte, and Erwann O. Michel-Kerjan, *Seeds of Disaster, Roots of Response; How Private Action Can Reduce Public Vulnerability*, New York: Cambridge University Press, 2006.

Supplements: Dean C. Alexander, *Business Confronts Terrorism: Risks and Responses* Madison, WI: The University of Wisconsin Press, 2004.

Yossi Sheffi, *The Resilient Enterprise*, Cambridge, MA: MIT Press, 2005.

Course Website: The course website will contain all readings, schedules, updates, relevant news as well as a resource library of various websites related to the topic. Students are encouraged to contribute additional material of interest in order to create an ongoing Knowledge base as it relates to the interplay of business, disasters, and terrorism. Additionally, some class presentations may be video-recorded and posted on the course site.

Business Press: The *Financial Times* and the *New York Times* can be read on the Internet. We encourage everyday reading of those papers and other appropriate news sources, as it is through active and constant reading that you will fully appreciate the global challenges. Active search of the web for current business security issues and government policy will provide a wealth of insights into the management of on-going problems.

GRADING and REQUIREMENTS

Research Project

Each student team will also engage in a term research project, writing an analytic 15-20 page paper on how an industry or a specific company can prepare for and could respond to a catastrophic event. Selected teams will be invited to present their project to the class in the last week of the quarter. Presentations will represent a 10-15 minute summary of the research conducted during the course of the quarter. Presenters will provide copies of their presentation to the class before their session. All papers are due during the day of the presentation. Further guidance on the research task and format will come later.

Grading:

1. Participation	30%
2. Final Project	70% (team grade)
- Paper	45%
- Presentation	25%

Class participation is obviously a function of preparation, skills, and willingness to commit yourself to the course. Note that participation also includes actively participating on the course website.

CLASS RULES and NORMS

1. This is a professional school seminar so participation is essential.
2. No laptops are needed during class.
3. Challenge ideas not people... Civility and respect of each other is expected.

CLASS SCHEDULE and ASSIGNMENTS

Quarter begins Wednesday, March 28

Instructions begins Monday, April 2

Session # 1: Monday, April 2

Course Introduction

Professors Michael Intriligator, Peter Katona, and Robert Spich

In this introductory session we will do the following:

- a) Review course syllabus and expectations
- b) Self introductions and background of professors and students
- c) Introductory lecture/discussion on the history of terrorism (Peter Katona)

Readings: Katona et. al. Eds., Preface, Introduction
Auerswald et. al., Marsh Foreword, Preface, Chapter 1

Session # 2: Wednesday, April 4

“Terrorism, Antiterrorism, and Competitiveness”

Professor Robert Spich, UCLA Anderson

In this session we will look at the issue of how public security and risk policy might have important impacts on US firm international competitiveness. The basic argument is that if US firms have to absorb the costs of homeland security mandates, this might put them at a disadvantage vis a vis foreign firms that do not have to bear such costs. There is a further question about whether or not markets recognize and reward firms that show security and risk preparedness. We will look at how a systems model perspective might give us better insight into understanding how policy impacts competitiveness. We will also look at a simple CRR (Cost/Revenue/Risk) model that suggests a way of measuring these policy impacts.

Readings: Spich, R and Robert Grosse, " How does homeland security affect U.S. firms' international competitiveness?" *Journal of International Management*, 11 (2005)

“The Economics of Terrorism”

Professor Michael Intriligator, Economics, Political Science and Public Policy, UCLA
Auerswald et. al., Branscomb Chapter 2, Flynn Chapter 3

Session # 3: Monday, April 9

“Before the Bombs There Were Mobs: American Experiences With Terror”

Professor David Rapoport, UCLA Department of Political Science and Editor,
Journal of Terrorism and Political Violence.

Readings: Katona et. al. Eds., Katona Chapter 1, Clutterbuck Chapter 2

Session # 4: Wednesday, April 11

“Creating a Global Counter-Terrorism Network”

Lieutenant John Sullivan of the LA Sheriff’s Department and founder of the
Terrorism Early Warning (TEW) Group and Professors Michael Intriligator and Peter
Katona

Readings: Katona et. al. Eds., Sullivan Chapter 17

Session # 5: Monday, April 16

“Global Insurgencies”

Professor Joseph Rosen, Dartmouth School of Medicine

“Health Issues: Review of Biological Weapons and All-Hazards Preparedness, Hospital Resources and Dual Use Initiatives”

Peter Katona

Session # 6: Wednesday, April 18

“Technology and Terrorism”

Professor Abe Wagner, Columbia University

Readings: Katona et. al. Eds., Wagner, Chapter 7

Session # 7: Monday, April 23

“Intelligence and Terrorism”

Professor Amy Zegart, UCLA Department of Public Policy

Readings: Katona et. al. Eds., Treverton and Wilson, Chapter 16

Session # 8: Wednesday, April 25: Public Forum on “Business Confronts Terrorism and Security Events Operations”

Meeting in Public Policy Room 2343

Bob Combs, Director of Security, the J. Paul Getty Trust

Cosmo Perrone, Director of Security, The Port of Long Beach

Richard De Anda, Vice President of Corporate Security, Mattel

Auerswald et. al., Lopez Chapters 4, 5

Session # 9: Monday, April 30

“LA City Emergency Preparedness”

Ellis Stanley, Head of Emergency Preparedness, City of Los Angeles

Session # 10: Wednesday, May 2

“The Future of Terrorism and Anti-terrorism”

Alvin Toffler, Futurist; author of *Future Shock* and co-author with Heidi Toffler of *Revolutionary Wealth*

Readings: Katona et. al. Eds., Toffler Foreword

Session # 11: Monday, May 7

“Nuclear Terrorism: How Serious is the Danger? What Can be Done to Prevent It?”

Professor Michael Intriligator

“Terrorist Strikes on Nuclear Power Plants”

Bennett Ramberg, Chairman, Center for Government and Public Policy Analysis

Readings: Katona et. al. Eds., Intriligator and Toukan, Chapter 4

Session # 12: Wednesday, May 9

“Legal Aspects of Terrorism”

Robert E. Lutz, Professor of Law, Southwestern Law School

Session # 13: Monday, May 14

“Measuring the Impact of Terrorism on the Economy”

Professor Chris Thornberg, UCLA Anderson

Session # 14: Wednesday, May 16

“The USC CREATE [Center for Risk and Economic Analysis of Terrorism Events] Approach to Studying Terrorism”

Detlof von Winterfeldt, Professor of Public Policy and Management at the School of Policy, Planning and Development of the University of Southern California and Director of the USC CREATE Center

Session # 15: Monday, May 21

Public Forum: Terrorism and Counterterrorism - Between Promise and Reality

Meeting in Anderson A201

Professor Michael Intriligator, Moderator

Brian Jenkins, RAND Corporation

John Sullivan, Los Angeles Terrorism Early Warning Group (TEW)

Mark Leap, Major Crimes Division, LAPD

Readings: Katona et. al. Eds., Jenkins Chapter 11

Session # 16: Wednesday, May 23

“Terrorism in the Context of the Globalization of the World Economy”

Professor Michael Intriligator

Professor Robert Spich

Session # 17: Monday, May 28

No class; Memorial Day.

Session # 18: Wednesday, May 30

“Is Bioterrorism a Viable Terrorist Option?”

Professor Peter Katona

Session # 19: Monday, June 4

Class Presentations

Session # 20: Wednesday, June 6

Class Presentations

Friday, June 15: End of Quarter

INSTRUCTORS AND SPEAKER BIOS

(In order of appearance)

Professor Michael D. Intriligator, an economist and educator, is Professor of Economics, Political Science, and Policy Studies at the University of California, Los Angeles (UCLA), where he is also Co-Director of the Jacob Marschak Interdisciplinary Colloquium on Mathematics in the Behavioral Sciences. In addition, he is a Senior Fellow at the Milken Institute in Santa Monica, a Senior Fellow of the Gorbachev Foundation of North America in Boston, a Foreign Member of the Russian Academy of Science, and a Fellow of the American Association for the Advancement of Science. He received his Ph.D. in Economics at MIT in 1963 and the same year joined the UCLA Department of Economics. He teaches courses in economic theory, econometrics, mathematical economics, international relations, and health economics, and he has received several distinguished teaching awards.

Dr. Peter Katona is Associate Professor of Clinical Medicine at the David Geffen School of Medicine at UCLA in Infectious Diseases. He has worked at the Center for Disease Control and Prevention as an EIS Officer, and for Apria Healthcare as the corporate medical director. Katona has been a consultant to the Los Angeles County Department of Health Services, on the development of an information management system geared toward biological terrorism preparedness (known as the Health Alert Network) and as medical consultant to the county Emergency Medical Services Agency. He is co-founder of Biological Threat Mitigation, a bio-terror consulting firm and has an active infectious disease practice at UCLA.

Robert S. Spich is a senior lecturer of management and international business at UCLA Anderson School of Management where he is a faculty member in the Global Economics and Management area. His teaching specialty covers courses in international management, emerging markets, negotiations and cross-cultural issues in global business. In addition to his teaching, Dr. Spich has been named as Faculty Program Director of the Center for International Business Education and Research at UCLA Anderson. CIBER works to facilitate the internationalization of curriculum, research and outreach programs at the Anderson School. As a consultant and trainer Dr. Spich has worked with such companies as Hughes Space and Communications, Northrop-Grumman, The Governor's Principle Leadership Institute at UCLA, ENEL of Italy, Amgen, Akzo-Nobel, Disney, Isabella Fiore, Sierra Systems and the Getty Conservation Institute of the Getty Museum.

David C. Rapoport, Professor Emeritus of Political Science, (Political Theory), is Founder and Continuing Editor, of the Journal of Terrorism and Political Violence,

and Founder and Director of the Center for the Study of Religion, UCLA and Chair of Religious Studies 1997-2000. He serves as a Consultant on Terrorism, 1997—and he organized the first American course on Terrorism, 1970. His books include Assassination and Terrorism 1972, Co-ed., The Morality of Terrorism, 1981 Co-ed. The Rationalization of Terrorism, 1981 Ed., Inside Terrorist Organizations, 1987 Co-ed., Democracy and Violence, 1994 and Ed. Critical Concepts in Political Science 4 vols. 2006. He has published 60 academic and newspaper articles and is now writing a volume for Columbia University Press on, The Four Waves of Modern Terror: An Essay on Generations

Abraham Wagner, JD, PhD., is engaged in the private practice of law and is Adjunct Professor in the School of International and Public Affairs at Columbia University, and was Visiting Professor of International Relations at the University of Southern California. He is also engaged as a consultant on national security and intelligence matters to the Departments of Defense and Homeland Security, serving on the Defense Science Board and other advisory panels. Following 9/11 he was the Chairman of a special task force in the Department of Defense looking at technology responses to evolving terrorist threats. Previously he has held positions at the National Security Council Staff; the Intelligence Community Staff; the Department of Defense and the Defense Advanced Research Projects Agency (DARPA). He is the author of several books, including the four-volume Lessons of Modern War series, and numerous articles, professional papers and book chapters.

Amy Zegart, Associate Professor of Public Policy at the School of Public Affairs is an expert on organizational effectiveness in U.S. foreign policy. Zegart has been providing opinion and analysis for the House Permanent Select Committee on Intelligence and remains in contact with National Security Adviser Condoleezza Rice, under whom Zegart studied when she was a doctoral student at Stanford University. She is the author of “Flawed By Design: The Evolution of the CIA, JCS and NSC” (Stanford University Press, 2000) and a new book that examines organizational problems in non-proliferation and counterterrorism policy that analyzes more broadly why U.S. foreign policy agencies have not adapted to the end of the Cold War.