



Combating Terrorism Center
at West Point

INTEGRATION OF THEORY & PRACTICE



HARNESSING AN OPPORTUNITY

Forming The Combatting Terrorism Center

“The only certainty of twenty-first century life is rapid change – social, political, economic, technological. Those who learn quickest and best will lead and shape this change to build the future of our Army, our country, and our world.”

**Brigadier General Dan Kaufman
Dean of the Academic Board**

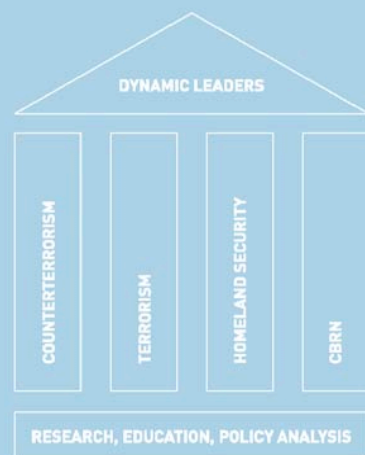
The United States Military Academy at West Point has been providing commissioned leaders to the nation for over two hundred years. Established in 1802, West Point’s distinguished alumni include names such as Eisenhower, MacArthur, Schwarzkopf, Downing, and McCaffrey. West Point educates, trains, and inspires its graduates to a career of commissioned service in the U.S. Army, and to a lifetime of selfless service to the nation. Inherent with that mission, West Point provides cadets with a first-class undergraduate education. Part of that education includes understanding the current security environment facing the nation.

Recognizing the immediate need for a first-rate undergraduate education in intelligence and counterterrorism studies, the Combating Terrorism Center at West Point was formed in 2003. Through the generosity of Vincent Viola, Chairman of the New York Mercantile Exchange and a 1977 graduate of West Point, the Center was officially launched in February 2003 within the Department of Social Sciences.

heritage

A HOLISTIC APPROACH

Applying Theory to Practice

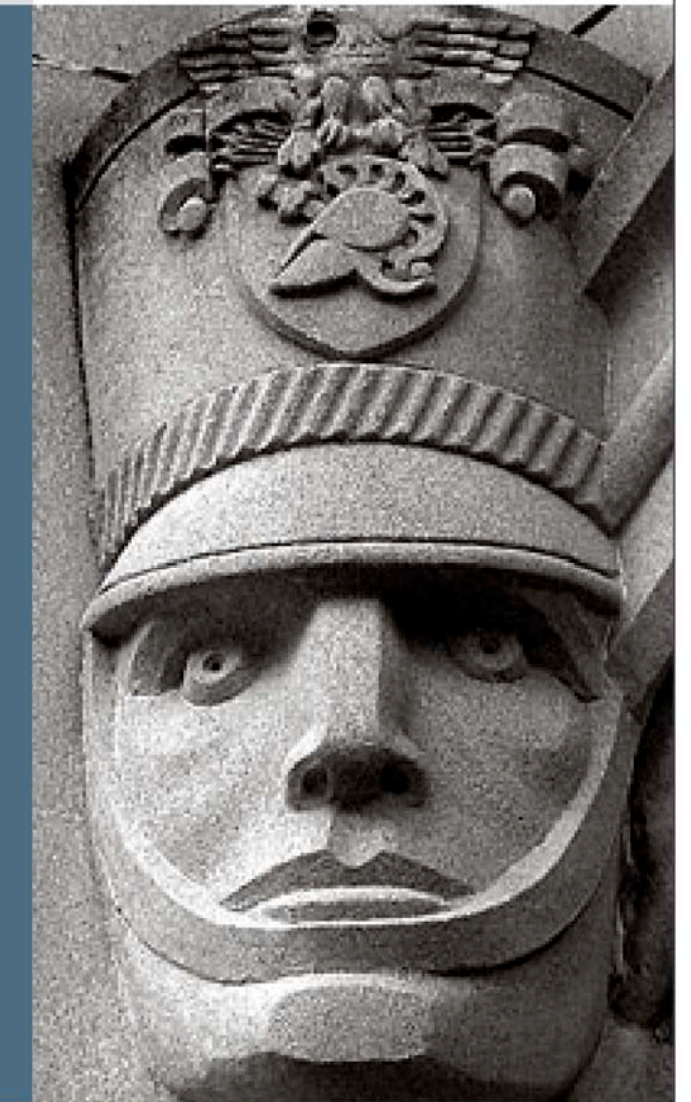


West Point is uniquely positioned among other elite academic institutions to house the Center because of its interdisciplinary structure, academic breadth, and mission to educate and train cadets. Aside from these critical factors, the unique comparative advantage of the Center is its staff. The operational expertise of the Center's personnel creates a comparative advantage that allows the Center to develop and implement an internationally recognized program. Center staff and West Point faculty members bring together their academic expertise, operational and policy experience to educate cadets, develop educational materials, and conduct policy-relevant research. Additionally, the Center boasts one of the most extensive collections of primary-source documents and library holdings on terrorism and counterterrorism studies in the country.

The Center consists of four components: a Distinguished Chair; a Senior Fellows Program; a Research Program for scholars, faculty, and cadets; and an Outreach Program. Together, they comprise a synergistic education and research model that will have an immediate and significant impact on understanding, teaching and analyzing terrorism and counterterrorism issues. Additionally, the Center has provided assistance in the policy arena, highlighting areas that need attention and developing effective policies to address current terrorist threats. Beneficiaries of the Center are extensive and broad, including students throughout the country, agencies at all levels of government, non-profit institutions, and private enterprise.

As a leading internationally recognized institution, the Combating Terrorism Center at West Point strives to better understand the foreign and domestic terrorist threats to security. The Center educates current and future leaders who will have responsibilities to counter terrorism, and provides policy analysis and assistance to leaders dealing with the current and future terrorist threat.

The Center develops strategically integrated and balanced perspectives on national and international security issues. It combines academic, public policy, and military expertise to create a dynamic, intellectual, and practical research approach to terrorism, counterterrorism, weapons of mass destruction – or chemical, biological, radiological and nuclear threats (CBRN) - and homeland security issues. Each area of research is critical for understanding the national security environment and provides the underpinnings necessary for critical policy analysis.



synergy

THE COMBATING TERRORISM CENTER

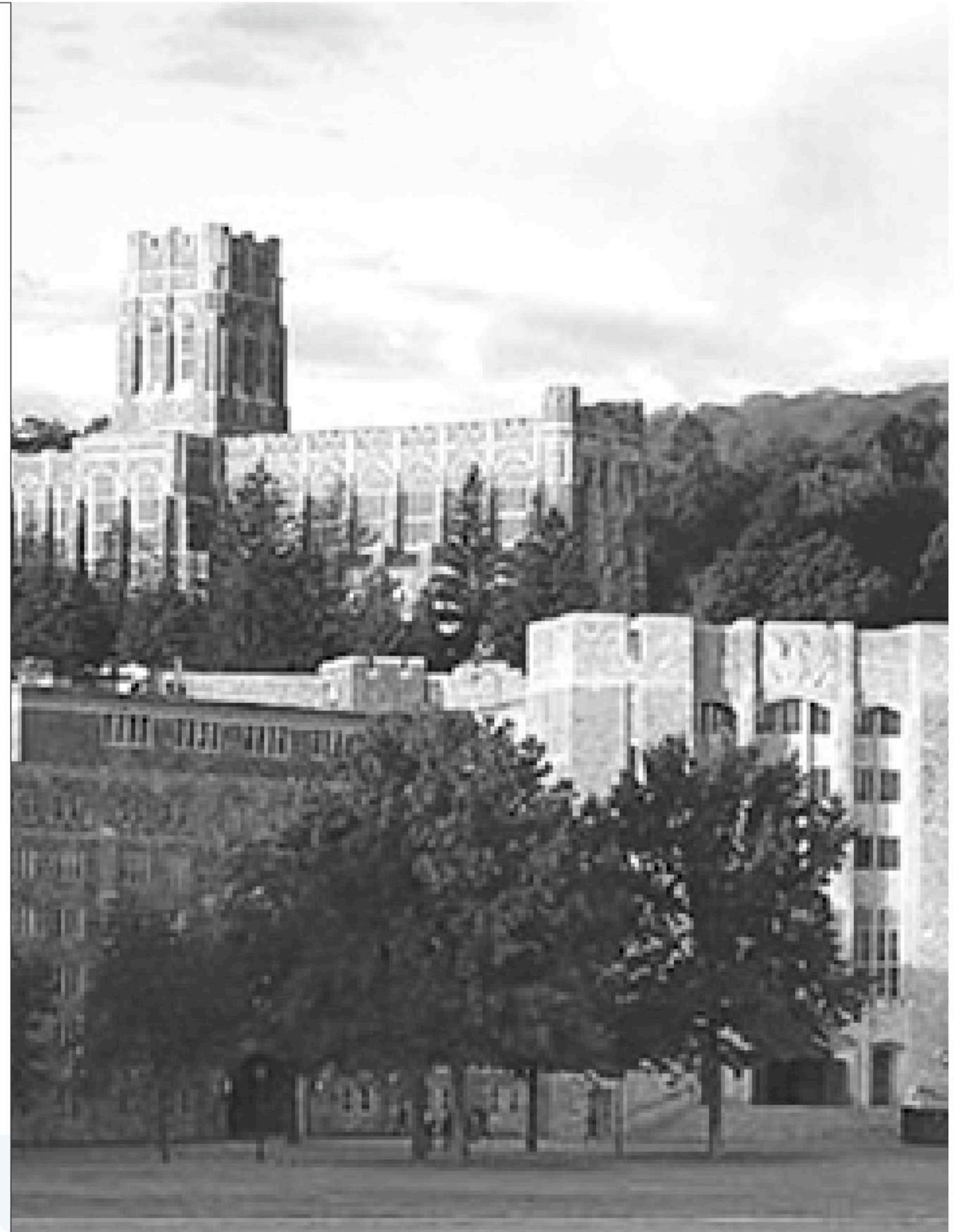
Educating Leaders of the Nation



The events of September 11, 2001 highlighted the changing and dangerous nature of the international security environment. Given these events and the ensuing war on terrorism, it is imperative that current and future leaders of our country be armed with the tools to make sense of new terrorist threats, to lead our nation, and to succeed in a very complex and increasingly hostile world.

To that end, the Combating Terrorism Center at West Point seeks to apply theoretical study and policy analysis in a manner that is useful to our nation's current and future leaders. Its staff understands the paramount importance of policy-relevant research and education in light of the new security environment. In this way, the Center facilitates educational opportunities and provides policy analysis to enable greater understanding of the threats our nation faces in these troubled times.

academic/
operational



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at West Point

USMA

West Point, NY 10996-1798

Distinguished Chair

GENERAL WAYNE DOWNING



General (Retired) Wayne Downing is the Center's inaugural chair. With his long and distinguished career in Special Operations, culminating as the Commander of the United States Special Operations Command, General Downing provides the Center with an unparalleled understanding of the operational nature of these pressing issues. General Downing also offers his experience in the policymaking realm. He most recently served the White House as National Director and Deputy National Security Advisor for Combating Terrorism.

General Wayne A. Downing, U.S. Army (Retired) is a highly decorated combat veteran who retired after a 34-year career in the U.S. Army. While on active duty he served in a variety of command assignments in infantry, armored, special operations, and joint units, culminating in his appointment as the Commander-in-Chief of the U.S. Special Operations Command. He served two combat tours in Vietnam as a junior infantry officer. As a general officer, he commanded the special operations of all services during the 1989 invasion of Panama and commanded a joint special operations task force operating deep behind the Iraqi lines during Operation DESERT STORM. Following retirement, General Downing was appointed by the President to assess the 1996 terrorist attack on the U.S. base at Khobar Towers in Saudi Arabia, and to make recommendations on how to protect Americans and U.S. facilities worldwide from terrorist attack. The resulting report to the Secretary of Defense pointed out significant command failures to adequately protect the base and predicted that terrorist attacks of this nature would be the asymmetric tactic of choice in the future.

From 1999-2000, General Downing also served as member of the Congressionally mandated National Commission on Terrorism (the Bremer Commission) charged with examining the terrorist threat to the US, evaluating America's laws,

policies, and practices for preventing and punishing terrorism directed at US citizens, and recommending corrective actions. The Commission found that the United States needed a far more aggressive strategy on combating terrorism at home and abroad. The Commission predicted further terrorist attacks on America. General Downing most served the White House as National Director and Deputy National Security Advisor for Combating Terrorism from 2001-2003. As the President's principal advisor on matters related to combating terrorism, he was responsible for the close coordination among the military, diplomatic, intelligence, law enforcement, and financial operations of our war on terror, and for developing and executing a strategy that integrates all elements of national power.

General Downing serves on several boards in the private sector. He is also a visiting faculty member at the University of Michigan Business School and has conducted seminars on leadership and transformation management.

General Downing is a West Point graduate and received a M.B.A. from Tulane University. General Downing twice received the nation's second highest award for valor: the Defense Distinguished Service Medal; he also was awarded the Distinguished Service Medal with Oak Leaf Cluster, the Silver Star with Oak Leaf Cluster, the Defense Superior Service Medal, the Legion of Merit with three Oak Leaf Clusters, the Soldiers Medal, the Bronze Star with V Device for Valor and five Oak Leaf Clusters, the Purple Heart, the Air Medal with V Device and thirty five Oak Leaf Clusters, the Army Commendation Medal with V Device and three Oak Leaf Clusters. General Downing has earned the Combat Infantryman's Badge, the Military Free Fall Jumpmaster badge, the Master Parachute Badge, the Ranger Tab and the Pathfinder Badge. He is a Commander in the French Legion of Honor.

Components of the

COMBATING TERRORISM CENTER

Fellows Program

The Center employs several Senior Fellows who provide subject matter expertise, spur new research, and expand the Center's educational value to students of terrorism and counterterrorism. They have experience in academia, government, private enterprise, and bring an international perspective to the Center. The current fellows include experts on Al Qaeda, terrorist organizations and behavior, counterterrorism, intelligence, and genomic terrorism.

Research Program

The Center is well suited to conduct and coordinate strategic analysis and research on terrorism-related topics. The Center approaches its research role from a multi-disciplinary perspective that integrates security studies, public policy, economics, and political science as appropriate to the subject studied. The Center conducts research that incorporates issues in each of the four pillars – terrorism, counterterrorism, weapons of mass destruction, and homeland security with the conviction that understanding the larger context better informs detailed policy plans on specific topics.

Recent research includes groundbreaking analysis on al Qaeda tradecraft, research on counterterrorism policies in democratic regimes, fissures between intelligence and law enforcement, and the growth of U.S. domestic terrorism to name a few projects. Furthermore, the Center partners with other government agencies at the federal, state, and local levels in examining terrorist threats to U.S. interests at home and abroad.

The Center leverages the expertise of terrorism scholars throughout the country for a wide range of projects. Given the Center's close ties to the

world's experts on al Qaeda, suicide bombers, weapons of mass destruction and other related topics, the Center is a natural focal point for bringing these different elements together. For example, the Center actively coordinates a homeland security initiative at Picatinny Arsenal that transforms military technology for use by first responders.

Outreach Program

The Center maintains an outreach program to assist academic institutions, government agencies, civil sector organizations and private enterprise in terrorism education and policy analysis. The program includes both faculty and cadet initiatives. Projects have included crafting strategic plans for the war on terrorism, conducting vulnerability analyses, and overseeing cooperative efforts among military and civil sector leaders with security responsibilities.

The Center hosts several terrorism-related conferences throughout the year, and assists other organizations in planning their own conferences and educational opportunities. The Center constructs those experiences to match client needs. Previous partners include the Bush School of Government at the University of Texas, the National Defense University, the New York Fire Department, Forbes, Prudential, and Pitney Bowes.

Through a robust outreach program, the Center seeks to build strong relationships with numerous agencies, academic centers, business leaders and Department of Defense organizations to help respond better to the very pressing terrorist problem.

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