

Homeland Security

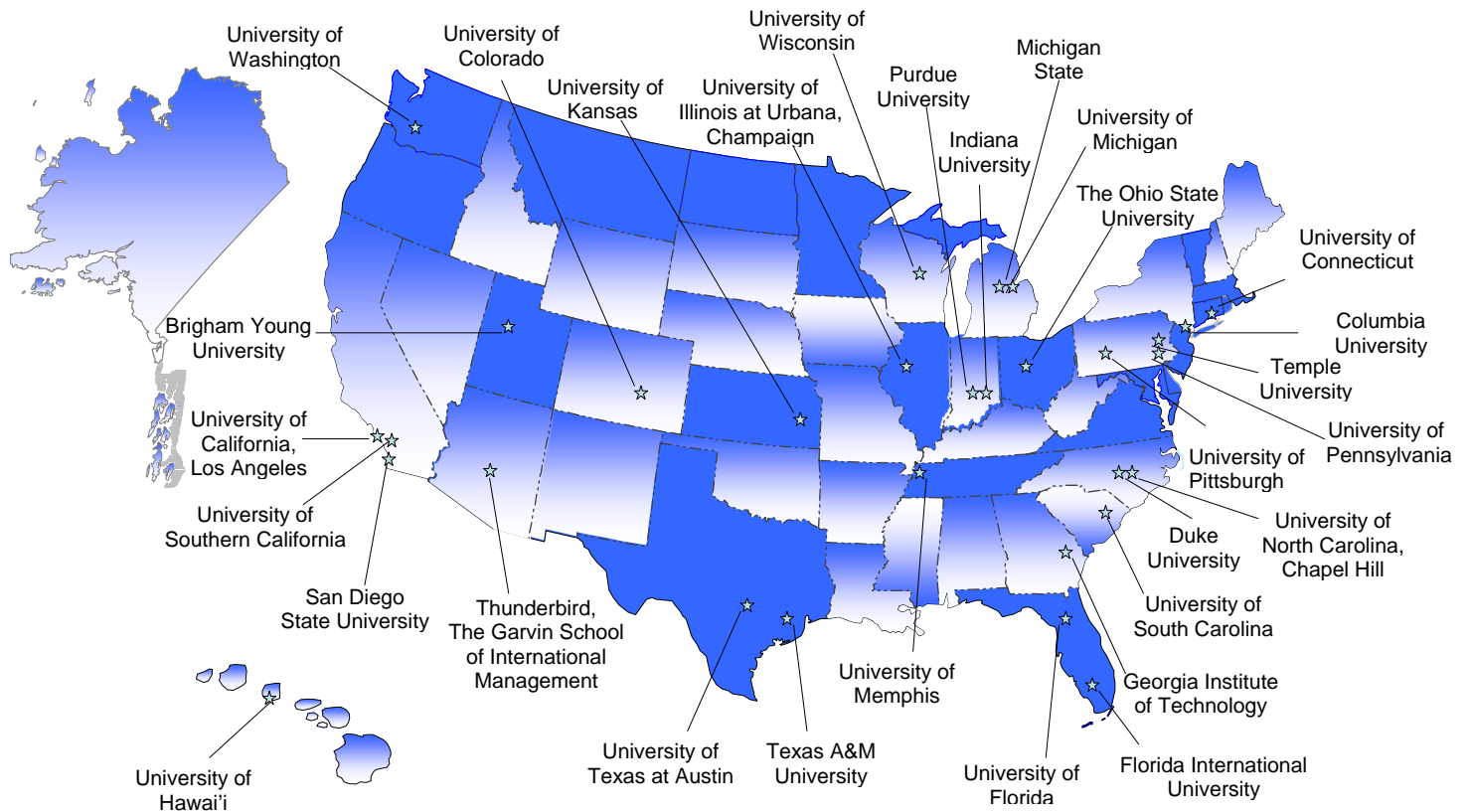


**U.S. International
Competitiveness**

2003–2005 Projects

**Title VI of the Higher Education Act:
Centers for International Business
Education (CIBERs) Program**

CIBER Locations



The Centers for International Business Education (CIBERs) were created under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation's capacity for international understanding and economic enterprise. Administered by the U.S. Department of Education under Title VI, Part B of the Higher Education Act of 1965, the CIBER program links the manpower and information needs of U.S. business with the international education, language training, and research capacities of universities across the U.S. 30 universities designated as centers serve as regional and national resources to businesses, students, and academics. Together, the CIBERs form a powerful network focused on improving American competitiveness and providing comprehensive services and programs that help U.S. businesses succeed in global markets.

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Introduction

Homeland Security is a major concern of Americans at present, and it has a wide range of important implications for U.S. business. At the international level, the relationship between homeland security and U.S. international competitiveness is a key concern of the Centers for International Business Education and Research (CIBERs). This booklet describes activities of the 30 CIBER institutions during Fall 2003 through Fall 2005 that speak to these concerns.

The Centers for International Business Education and Research were created under the Omnibus Trade and Competitiveness Act of 1988 to increase and promote the nation's capacity for international understanding and economic enterprise. Administered by the U.S. Department of Education under Title VI, Part B of the Higher Education Act of 1965, the CIBER program links the manpower and information needs of U.S. business with the international education, language training, and research capabilities of universities across the U.S.

Our activities range from conferences that offer public opportunities to discuss key issues relating to national security and business concerns, to research projects that study specific elements of national security costs to business and risks that firms face, to development of new university courses on national security and competitiveness, to many other activities that focus attention and careful thought to these issues.

We find that homeland security problems create two kinds of **costs** for U.S. firms in their international competition. First, there are micro costs, that firms must pay more after 9/11 to protect their people and their facilities. These include such things as company-specific costs of shipping, protecting assets, and moving people. And second, there are macro costs, that all firms operating in the U.S. are subject to greater costs of doing business because of security precautions (in Customs, for example), costs of protecting against macro events such as biological warfare, and lost sales in that firms identified as being from the U.S. may lose customer appeal, because of their country of origin.

There are also added **risks** that firms face and that affect international competitiveness. A macro risk is that U.S.-based firms, or firms operating in the U.S., may be more likely targets for terrorist acts. A key facet of this macro risk is that foreign firms may be dissuaded from setting up operations in the U.S. (and consequently adding U.S. jobs and income) because of the terrorist threat. And parallel to the perspective on costs, there are micro risks that will affect individual firms that are in sensitive industries (e.g., oil, airlines) and that are visible symbols of the U.S. (e.g., McDonalds, Levis, Coca-Cola).

Interestingly, there are also new **opportunities** for U.S. firms due to the homeland security threat. These are opportunities to produce the goods and services to protect U.S. firms and people against threats, particularly physical threats such as military or biological attacks. These goods and services include products such as screening devices for people and goods passing through airports and seaports, protection devices such as armored vehicles and building defenses, and even services such as port inspectors and bodyguards.

Thus, altogether the problems of homeland security affect U.S. international competitiveness in four ways: micro costs, macro costs, risks, and opportunities. The activities of the 30 CIBERs are aimed at exploring each of these areas and demonstrating how U.S. firms and the U.S. government can respond to this new threat in continuing and comprehensive ways. Over

the next five years, the CIBERs will carry out sustained research and development and teaching of courses on the issues described briefly above.

Examples of activities that are ongoing at CIBER universities in which the CIBERs participate include the following:

- LOGTECH executive education for Department of Defense—This executive education program incorporates global best business practices and explores leading-edge technologies to prepare military logisticians for advances that will drive Department of Defense logistics in the future. Private sector leaders in logistics interact with DoD officers in a learning environment at the University of North Carolina, including formal instruction by faculty and out-of-class discussions. In 2004–05, nine separate one-week instructional modules will be offered to over 200 DoD and private-sector logistics leaders from across the U.S. and the around the world.
- A new University of Pennsylvania Wharton/ASIS Program for Security Executives was offered November – December 2004, and again February – March 2005. The two-week certificate course, taught by senior Wharton faculty, seeks to broaden managerial and strategic perspectives, enhance business instincts, and sharpen security professionals’ ability to tackle management challenges. This new Executive Education program provides a core foundation in business knowledge, drawn from the course material of Wharton’s top-ranked MBA program. It is designed to help the nation’s security leaders make the transition from functional management to general management.

Our universities are in an excellent position to serve as centers for broad, multifocused educational programs such as the ones listed above. They can facilitate cross-functional research, offer debate and expert opinion exchanges, and create outreach opportunities to the greater public—all of which serve to improve understanding and influence attitudes about important public and private policy concerns. This booklet is intended as an overview of activities in which the CIBERs are involved. It includes efforts past, ongoing, and future.

In addition to the activities listed in this booklet, the CIBER network is preparing additional programs, publications, and other activities that will help to raise Americans’ understanding of homeland security and its relationship to U.S. international business, as well as to help U.S. business deal with the problems and opportunities presented by the homeland security issue. This publication is available at the CIBER Web site, <http://ciberweb.msu.edu>, where future activities will also be posted.

Robert Grosse, Director
Thunderbird CIBER and
CIBER Network Project Coordinator

Duke University

Future

- The UT and TAMU CIBERs will host the 3rd Annual National Forum on Trade Policy in Austin, Texas, in December 2005. Duke and UNC-CH are the initiators and co-leaders of this conference.

Present

- The Center on Law, Ethics and National Security was founded at Duke Law School in September 1993. It was established for the purpose of encouraging and sponsoring teaching, research and publications concerning national security law topics, as well as conducting conferences and seminars in the national security field.
- Duke Integrated Sensing and Processing (DISP) is a computational optical sensors research program in the Fitzpatrick Center for Photonics and Communication Systems and the Pratt School of Engineering at Duke University. DISP has several research projects that are related to homeland security.
- Triangle Institute for Security Studies (TISS)—Established in 1958, TISS is an interdisciplinary consortium sponsored by three North Carolina research universities (Duke, University of North Carolina-Chapel Hill, and North Carolina State University) sharing an interest in issues of national and international security.

Past

- June 2003 – July 2004—Duke University received approximately \$15 million in grants from the U.S. Department of Defense for a number of projects relating directly or indirectly to homeland security. Besides the U.S. Department of Defense, Duke received grants from the Carnegie Corp and National Science Foundation (NSF).
- September 2003—Duke to head regional consortium of investigators for biodefense. As part of a national effort to improve preparedness for bioterrorism and infectious diseases, Duke University lead a collaborative effort of six universities to establish a biodefense research center for the Southeast.
- October 2003—Duke CIBER co-sponsored Temple University CIBER “Global Security Concerns” conference.
- October 2003—Secretary of Homeland Security Thomas J. Ridge and 23 other prominent leaders spoke at the 2nd Annual Coach K & Fuqua School of Business Conference on Leadership.
- October 2003—Duke CIBER co-sponsored “Corporate Security and International Operations: Threat, Prevention, Intervention” business conference in October 2003 and “Conceptualizing Security Issues for International Business Research: Opportunities and Challenges” research workshop hosted by University of Illinois at Urbana-Champaign CIBER.
- April 2004—The Center on Law, Ethics and National Security at Duke University, in conjunction with several other departments and organizations at Duke and elsewhere,

Columbia University

- The Columbia University CIBER has undertaken a curricular initiative on terrorist use of financial networks to involve various courses. One such course offered in the fall of 2003, was offered to students from the Business School and the policy school (SIPA, the School of International and Public Affairs), involving faculty from SIPA and Political Science and guest lecturers from the Council on Foreign Relations' anti-terrorism taskforce. This workshop format is an active learning environment in which students, under the direction of faculty, consult with the Council to produce short research projects and policy recommendations on the topic of interrupting terrorist uses of financial networks in various countries. The workshop report, "The Global Campaign Against Terrorist Financing," focuses on financial linkages to Saudi Arabia by terrorist groups and was published in the Council on Foreign Relations' "Independent Task Force Report on Terrorist Funding." The Columbia University professor who led the workshop later testified before a Senate Governmental Affairs Committee to report the findings.

Please read the report at: http://www.cfr.org/pdf/Revised_Terrorist_Financing.pdf.

- Columbia University expects to co-host a Homeland Security Consortium Conference in Spring 2006 with the CIBERs from University of Texas, University of Wisconsin, and Michigan State University to bring attention to port and border security and the implications for and impacts on local and international businesses.
- In 2003 and 2004, the Columbia CIBER mounted a course on Terrorism and Globalization. This course uses an interdisciplinary approach to address the challenges of terrorism in the present and future global security environment. Specifically, it examines the unique challenge terrorism poses to liberal democratic states and policymakers at the national, state, and local levels. The course focuses on analysis of the differing perspectives of terrorism given the variety of political and strategic contexts in order to better understand terrorist motivations, strategies, means, and ends.

Duke University

Future

- The UT and TAMU CIBERs will host the 3rd Annual National Forum on Trade Policy in Austin, Texas, in December 2005. The U.S. and Mexico border issues will be featured at the forum.

Present

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- April 2004—The Center on Law, Ethics and National Security at Duke University, in conjunction with several other departments and organizations at Duke and elsewhere,

sponsored a major conference in Durham, North Carolina entitled “U.S.-Canadian Security Relations: Partnership or Predicament?”

- October 2004—Duke CIBER offered the 7th annual consecutive Faculty Development Workshop on International Business (FDIB) on negotiating this past fall. It is designed for faculty who teach or plan to teach courses on international negotiations. The focus of the workshop alternates every other year between experiential teaching materials and frameworks/techniques. National security interests are served when sensitivity to cross cultural differences is applied in diverse international negotiations situations.
- March 2005—Conference on “Law and National Security in the War on Terrorism” at Duke Law School
- CFO (Chief Financial Officer) Survey by Duke’s Fuqua School of Business
 - June 2004: “CFO (Chief Financial Officer) Survey: Interest Rate Increases, Terrorism Risk Threaten U.S. Economic Growth”
 - September 2004: “CFOs Concerned about U.S. Economic Growth, Health Care Costs, Terrorism”
- Triangle Institute for Security Studies (TISS)
 - September 2003: “Fourth Annual Junior and Interdisciplinary Conference,” 8 graduate students in the field of international security studies presented their work at the Thomas Center on the Duke University campus.
 - October and November 2003: “Strategic Deception in Modern Democracies: Ethical, Legal, and Policy Challenge”
 - November 2004: “Can Canada Wage War or Keep the Peace?”
 - February 2005: “Meeting the Threat: A Symposium on Counter Terrorism” at Duke Law School
- April 2005: Duke CIBER sponsored a conference on “Global Security Risks and International Competitiveness” organized by Temple University CIBER.
- April 2005: Duke Law’s Center on Law, Ethics and National Security and its Program in Public Law, in conjunction with TISS and several other departments and organizations in or affiliated with the University, sponsored a major conference entitled “Strategies for the War on Terrorism: Taking Stock.”

Florida International University

- FIU-CIBER is organizing the first Annual Anti-Money Laundering Miami-Panama program designed to provide faculty and business professionals the opportunity to learn about the latest anti-money laundering initiatives taking place in the U.S. and the Caribbean. Offered by the CIBER Anti-Money Laundering (AML) Consortium, Brigham Young University, the University of Kansas, the University of Wisconsin and Florida International University, topics include the effect money laundering has on businesses, its influence on economic development, and the national and international initiatives toward combating money laundering.
- Dr. John S. Zdanowicz, Director of the Center for Banking and Financial Institutions and CIBER scholar, was recently awarded a \$2 million research grant from the U.S. Treasury to study transfer pricing and money laundering issues. He is the author of “Detecting Money Laundering and Terrorist Financing via Data Mining” and “U.S. Trade with the World and Al Qaeda Watch List Countries, an estimate of money moved out of and into the U.S. due to suspicious pricing in international trade,” May 2004. This report assisted the Division of Homeland Security to expose terrorist operating across U.S. borders by targeting previously random trade inspections.
- The FIU-CIBER Research Award was given to David Wernick for his research entitled, “The Impact of Post-9/11 Security Measures on South Florida’s International Business Community.” The report assesses the impact of the USA Patriot Act and other homeland security measures on South Florida’s business climate and international competitiveness.
- Michael Collier, Research Director of the Latin American and Caribbean Center, is working on an 18-month project, “Organizational Constraints and Attitudes Toward Anti-Terrorism Programs in Florida,” by FIU’s Institute for the Study of Transnational Crime and Terrorism with funding from the U.S. Army Soldiers’ Biological and Chemical Command, in conjunction with the University of South Florida’s Center for Biological Defense. The project results will be provided to the U.S. Army, U.S. Department of Homeland Defense and emergency preparedness organizations across Florida.
- International Business Post-9/11: Managing Geopolitical Risk: This course seeks to analyze the post-9/11 business environment in which concerns about international security have risen to the forefront of the corporate agenda. Attention will be given to the nature of the new geopolitical threats (militant Islam, anti-Americanism, nuclear weapons proliferation, transnational crime, etc.) and how companies operating overseas can minimize their exposure to such risks. Additionally, this course will survey U.S. antiterrorism laws enacted since 9/11, such as the USA Patriot Act, the Homeland Security Act, the Maritime Transportation Security Act, the Aviation Security Act, and the Bioterrorism Act, and their impact on the movement of people, goods, and money across borders. Government-led initiatives to reduce terrorism such as the Customs-Trade Partnership Against Terrorism (C-TPAT), the Container Security Initiative (CSI) will also be considered, with an eye to their impact on the conduct of international business. Finally, this course will examine the role of emerging technologies such as electronic container seals, Radio Frequency Identification Devices, transponders, smart cards and biometrics in helping companies secure access to facilities, networks and supply chains, and maintain just-in-time inventory management systems.

Georgia Institute of Technology

GT CIBER collaborates with the Sam Nunn Security Fellows Program, the Georgia Tech Center for International Security and Technology Policy (CISTP), and the Georgia Tech Information Security Center (GTISC). These programs are committed to educating scientists, engineers, and managers on the issues of national and homeland security.

2004-2005 Outreach Activities related to Homeland Security at Georgia Tech:

- *Southeast Roundtable on Defense (SEROD)*. Approximately six SEROD luncheons held in conjunction with the Sam Nunn Security Fellows Program. Such speakers as U.S. Amb. James Laney are invited to speak and meet with Sam Nunn Security Fellows at Georgia Tech.
- *Quadrilateral Relations among Korea, Japan, China, and the U.S. after Korean Reunification*. Seminar sponsored with the cooperation of the Korean Consulate General in Atlanta, to examine a period of transition that would follow Korean reunification.
- *U.S.-Taiwan Relations*: One-day conference to review a current security issue involving the Republic of China and the United States. Atlanta.
- *“India-China Relations: Prospects for Expanded Cooperation and Security.”* Speakers include Dr. Jagdish N. Sheth, Dr. Wang Guoxing, and U.S. Ambassador John Kelly. Sponsored by the Georgia Indo-American Chamber of Commerce and GT CIBER.
- *Regional Nuclear Proliferation Treaties (NPT) for the 21st Century*: Research collaboration with King’s College, London, Department of War Studies, on a revised NPT regime that would focus more on regional zones so all nuclear weapons states are included.
- *Sam Nunn Security Pre-doctoral Fellows Program*: Educates scientists, engineers, and managers on the primary issues of national and homeland security and provides the analytical tools needed to interact with the policy community. Fourteen Georgia Tech Security Program Fellows spent a week in Washington, May 2005.
- *Limited Nuclear Weapons Free Zone for Northeast Asia*: Track II efforts to ensure that the Korean peninsula is nuclear-weapons free undertaken by CISPT.
- *General Ray Davis Endowment Fund for International Studies*: establishes a firm financial foundation for a security studies program at Georgia Tech and honors the university’s Medal of Honor recipient. Davis Fund and Veterans Day Speaker Luncheon, Georgia Tech Hotel & Conference Center, April 2005.
- *Bioterrorism Preparedness - Sam Nunn Bank of America Policy Forum*: Ongoing forum addresses bioterrorism issues facing the United States, as well as ways to generate public-private partnerships. Latest Forum, April 2004 on Bioterrorism, held at Georgia Tech Hotel & Conference Center, Atlanta, Georgia.
- *Workshop on Exploring International Dimensions of Cybersecurity*, Georgia Tech Hotel & Conference Center, April 2005. Sponsored by the Sam Nunn School, the Georgia Tech Information Security Center, Georgia Tech and Carnegie-Mellon University. Focuses on Cybersecurity such as the Internet and its vulnerabilities, and information security and the developing world.
- *One CIBER publication*: McIntyre, J.R. and Travis, E. F., "Global Investment and Trade Flows: A Framework for Understanding the Large-Scale Impacts of Terrorism," in Gabriele G.S. Suder, Ed., Terrorism and the International Business Environment: The Security-Business Nexus, London, U.K.: Edward Elgar Publishing, 2004. pp. 120-156.

Indiana University

- The Indiana University CIBER hosted a major international conference on U.S.-Canada business and trade, held in April 2003 at the Kelley School of Business. Participants examined issues of security within the context of the NAFTA partners, including papers analyzing the feasibility of a common security perimeter, its costs vs. benefits, the need for a common currency, and the idea of developing a continental electricity grid. A book of selected papers will be available in late summer 2004.
- Professor Lawrence Davidson, professor of business economics and public policy, undertook an analysis of the international dimensions of Indiana's biotech industries requested by the International Trade Division of the Indiana Department of Commerce. With Indiana University CIBER support, Davidson published his policy-oriented findings, including security issues, in a paper that is being distributed by the Indiana Dept. of Commerce to the companies that make up Indiana's biotech community.
- As a key element in its outreach to the K-12 community, the Indiana University CIBER co-sponsors and provides content for two internationally oriented summer institutes for high school students and teachers from across the state, throughout the country, and from abroad. In the summer institutes of 2002, 2003, and 2004, Indiana University CIBER organized several sessions on topics that included regional world conflicts and their impact on societies, international agriculture and the issues surrounding global food security, and presented an interactive simulation on economic policymaking in a global context, promoting prosperity and stability
- The G8 Summit of heads of state and government met in the U.S. in early June 2004. In connection with the Summit, the Indiana University CIBER hosted an international conference just prior to the Summit itself. Policymakers, government advisors, journalists and academics explored in depth issues related to the conference theme – *Security, Prosperity, and Freedom: Why America needs the G8*. With representatives from throughout the G8 member states, the conference included an interactive session with participants from the Woodrow Wilson International Center for Scholars and the Center for Strategic and International Studies, both based in Washington, D.C. The conference was streamed live on the internet to sites in the U.S. and abroad.
- In a follow-on to the G8 Pre-summit Conference, the Indiana University CIBER is organizing a one-day event for Midwest business practitioners with Eli Lilly and Co. Focusing on issues of global security and economic prosperity, speakers will include the Honorable Richard Lugar, senior Senator for Indiana, and Lee Hamilton, current president of the Wilson Center, former congressman from Indiana and, most recently, vice chairman of the 9/11 Commission.
- Indiana University CIBER is a member of the Steering Committee of the new consortium project *Homeland Security and U.S. International Competitiveness*. Several Indiana University CIBER faculty will participate in the first annual conference, to be held in April 2005, and have submitted paper topics for presentation.

Michigan State University

- Homeland Security Initiatives at Michigan State University (MSU)—Two major initiatives: (1) MSU’s School of Criminal Justice and Global Community Security Institute to launch a homeland security studies program and (2) MSU’s National Food Safety & Toxicology Center, Marketing and Supply Chain Management Department, and the School of Packaging are heavily involved in studying food supply protection.
- 2nd Annual Conference in Emerging Research Frontiers in International Business
September 2004—Empirical and Theoretical Advances in International Business Research: A Focus on Key Constructs, Metrics, and Theoretical Frameworks.
The 2004 conference will include a dedicated track on research related to risk management and security issues to provide a state-of-the-art understanding of worldwide implications for multinational and domestic-based businesses. Please visit <http://ciber.msu.edu/events/> for more information.
- globalEDGE: Your Source for Global Business Knowledge
Resource Desk: Current Topics in International Business
Researching and compiling web-based resources and studies on the following topics: Globalization Debate, Social Responsibility and Sustainability, National Security and Risk Management, and Corporate Governance. The category includes comprehensive abstracts to each resource. Please visit <http://globaledge.msu.edu/> for more information.
- International Business Forum
October 2001—Tips to Help Business Travelers Maximize Safety and Minimize Risks.
Rad Jones was the special guest speaker at the monthly International Business Forum organized by MSU-CIBER for the Michigan regional business community. He presented various situations that focus on security and risk management issues for businesses. Rad Jones joined Michigan State in January 1997 after retiring from a 14-year career as the manager of Security and Fire Protection, Ford Motor Company. He retired from the U.S Secret Service in 1983 as the special agent in charge of the Detroit office. Rad is an alumnus of the U.S. Department of State Overseas Security Advisory Council that was formed by President Reagan to protect U.S. businesses and travelers worldwide, and the development of global security programs. He served on the Council for eight years and was chairperson of several major committees, which provided guidance to State Department operations. Please visit <http://ciber.msu.edu/Events/IBForum/archive/> for more information.
- Roundtable on Study Abroad Programs in Business Schools
September 2001: Diverse Study Abroad Locations and Risks Involved
The issue of risk for study abroad was addressed at this session. The analysis and results that the participants produced was published in the report booklet titled, “Study Abroad Programs in Business Schools: Issues and Recommendations by Leading Educators.” Please visit <http://ciber.msu.edu/Events/2001/RoundTable/> for more information.

The Ohio State University, Fisher College of Business

As part of its efforts to increase the level of new international teaching and research projects undertaken each year by Fisher College faculty, the OSU CIBER has for the past several years sponsored annual Global Competence Awards. These grants are given to faculty who propose new global projects that meet the national mandate for CIBERs as well as the focus of the OSU CIBER in particular.

One of the projects funded in 2003-2004 was submitted by Professors Jim Ginter (Marketing and Logistics) and David Schilling (Management Sciences). The project was to create a new, interactive global supply chain management simulation. Now undergoing beta testing, reviews of the simulation software are extremely positive. The simulation has been developed by Ginter and Schilling, as well as other researchers in the college's Center for Supply Chain Management, which has also financially supported its development.

The simulation will serve multiple purposes, not the least of them being an ability to assist companies in understanding the costs of altering the supply chain due to increased levels of global security. The supply chain simulation allows companies to test what happens to timelines, inventories, and costs due to the relocation of a plant or warehouse, the deletion or addition of a vendor or supplier, etc. It allows businesses to understand where securities costs are higher or lower, where "hidden costs" are located, and which stops along the supply chain are most affected by new securities regulations.

The Center for Supply Chain Management is working toward finding an easy and cost-effective way to distribute the simulation to companies interested in increasing their understanding of how security costs have increased and where along the supply chain those costs are most intense.

The Ohio State University is the home of the Mershon Center for the Study of National Security in a Global Context. The OSU-CIBER and the Mershon Center have had in the past a collaborative relationship. Mark Jacobson is a visiting scholar this year (2004-05) at the Mershon Center. Jacobson focuses on a broad range of U.S. national defense policy issues with a particular emphasis on special operations, counterterrorism, and political warfare/psychological operations. He is a graduate of the University of Michigan, the Ohio State University, and the Department of War Studies, King's College, London and is a member of the Council on Foreign Relations and the Council for Emerging National Security Affairs. In 1998, he was one of the first authors to publicly warn about the dangers of cyberwarfare and critical infrastructure attacks in an article published in the *Journal of Strategic Studies*.

The Mershon Center also sponsors an ongoing series of regular lectures on U.S. National Security, featuring a variety of nationally known experts on national security. For more information, see <http://www.merc.ohio-state.edu/>.

Purdue University

- **Summer Institute on American Life and Youth Leadership:** This five-week program provides exposure to American culture and political values for young adults from the Middle East and North Africa. During summer of 2004, the Institute hosted 21 youths from the Middle East and North Africa region, and provided seminars and lectures on American political, economic and cultural traditions and institutions. Visitors traveled throughout Indiana and Chicago meeting with political leaders at the city and state level, attending youth leadership conferences, and touring historic sites and state offices.
- **Center for Computational Homeland Security (CCHS):** Organized within Purdue's Homeland Security Institute, the CCHS works to create, validate, and implement new and sustainable knowledge and tools for homeland security. The Center will develop new and innovative research in business processes to guide and accelerate the conversion of new science, engineering, and technology into commercial products that provide tools and technologies that help local, state and federal agencies assess, understand, counter and recover from the economic, social and political consequences of terrorism.
- **Bioterror Attack Computer Simulation:** A supercomputer-based simulation of a domestic terror incident to provide local, state, and federal officials the opportunity to practice and coordinate the efforts required to respond to a real incident.
- **Homeland Security and U.S. International Competitiveness Conference:** Purdue CIBER will co-sponsor this first annual conference to be held at Temple University in March 2005.

San Diego State University

San Diego is home to one of the nation's largest concentrations of defense and defense-related organizations. From nuclear-powered aircraft carriers to submarine, helicopter and fighter jet bases, the San Diego community, economy, and population are driven in myriad ways by the creative and dedicated forces allied in the defense of the nation.

San Diego State University plays a critical role in helping to nurture, develop, and encourage a host of exploratory activities that support and advance the Homeland Security aspects of this national defense effort. SDSU works closely with specific divisions of the Department of Defense on technology development and outreach projects linking business, defense agencies, and education.

One example of this is the Center for the Commercialization of Advanced Technology, or C-CAT, in which SDSU faculty and students work on market feasibility plans for high-technology companies, including a significant number of security related projects. C-CAT is coordinated by SDSU's Entrepreneurial Management Center and involves, among other faculty, Dr. Lois Bitner Olson, who works closely with the SDSU CIBER. Some current projects are:

- A data interpretation and pattern detection system which can analyze huge volumes of data and find connections and relationships that would not normally be apparent;
- An advanced, yet cost-effective facial and iris recognition system that will make scanning and identification of identified persons more accurate and timely.
- A heat sensitivity and detection device which could potentially replace airport metal detectors and instead provide an infrared video image of an individual and detect any non-organic matter on their person, such as plastic weapons, chemical concentrations or other potential threats;
- An advanced ultraviolet system that can disable a bacterium or virus without altering its characteristics so that a vaccine can be created. In addition to giving a very quick response, this system would be much more cost-effective than typical systems currently in use to detect bio-engineered organisms.

The above are just a few examples of the types of projects that are being developed. In addition, the SDSU CIBER has received from the U.S.-Israel Science and Technology Foundation, which is funded by the U.S. Department of Commerce and the Israeli government, a grant to work in partnership with Ben Gurion University in Israel. Our *San Diego-Negev* project uses faculty mentors and MBA consulting teams to develop linkages between San Diego high-tech companies and potential partners in Israel. Homeland security projects play a particular role in this activity, such that the local business community and the CIBER are forming a San Diego-Israel Development Institute as a vehicle for regularizing and advancing this type of interaction in the interests of both communities.

There are dozens of additional projects and partners across the campus and community which involve the University, the above being only a small, representative sample. For more information, please contact the SDSU CIBER at 619-594-8599.

Temple University, The Fox School of Business and Management

Temple University CIBER's initiatives on Homeland Security include:

- Hosted the 22nd Annual International Monetary and Trade Conference, October 2003, in partnership with the Global Interdependence Center of Greater Philadelphia and co-sponsored by CIBERs at Univ. of Connecticut, Duke University, University of Madison-Wisconsin, University of Memphis, and the Penn-Lauder CIBER. This two day program brought together national economists and strategists with private business practitioners to look at ways national security concerns impact the competitiveness of U.S. businesses in the global marketplace.

Day one, entitled, "Economic Impact Two Years after 9/11: Where are we now?" was keynoted by Kathleen Cooper, the U.S. Undersecretary of Commerce for Economic Affairs. Day two, entitled, "Impacts on the U.S. Economy and Industry," was keynoted by Stephen Flynn, Jean F. Kirkpatrick Senior Fellow, National Security Studies, Council on Foreign Relations.

- Hosting the 6th Annual International Business Research Forum, entitled "Global Security Risks and International Competitiveness," April 2005, co-sponsored by the 29 other CIBERs as part of ongoing homeland security initiatives.


The problem of security, terrorism-induced and otherwise, has now entered directly and fully into the competitive business strategy equation. CIBERs at eight universities recently initiated a research stream in global security risks and international competitiveness, which will produce valuable contributions to both national policy and practical business strategy on a global basis and disseminate knowledge on the international and management aspects of this problem.

In this research forum, organizer Dr. Kotaabe wishes to foster a dialogue among scholars studying issues related to global security risks and international competitiveness and their implications on IB strategy and theory development. Several papers were selected for presentation at the 6th Annual IB Research Forum at Temple University, in April 2005. Subsequently, the best papers from the research forum will be published in a Special Issue of the *Journal of International Management*.

- The CIBER is funding research on "Impacts of Foreign Terrorism on East Coast Supply Chains and it's Effects on Global Competitiveness."

The current threat of terrorism in international supply chains has created a high level of concern among U.S. firms regarding the safety level of their import and export shipments. There currently exists a lack of coordination between the U.S. Department of Transportation, the Department of Commerce, and the Department of Homeland Security as to what set of inspection standards should be established.

Currently, U.S. industries are establishing their own inspection standards that vary widely from industry to industry. In an effort to respond quickly to the need for coordination, the U.S. Department of Homeland Security developed the Customs-Trade Partnership Against Terrorism (C-TPAT) program that provides guidelines for security inspections in supply chains. But many questions remain as to how to meet the security challenges in face of global terrorism. The Institute of Global Management Studies in cooperation with CIBER is



undertaking a study of the impacts of global terrorism of East Coast supply chains and how it will affect global competitiveness. The U.S. East Coast was selected because the largest number of shipments both container-based and pallet-based originates out of and into East Coast Ports including Boston, New York, Port Elizabeth, Philadelphia, Baltimore, Jacksonville, Newport, and Miami.


The objectives of the study are to:

- Discover and evaluate security challenges and best practices in adapting global supply chains
 - Ascertain how outsourcing is impacting the efficiency of global networks
 - Identify how technology is impacting and delivering value within the value chain.
 - How do free trade zones impact organizational sourcing and logistics
 - Understand and identify the impacts that security/C-TPAT is having on all aspects of the global supply chain and logistics processes, map overall process improvements and the performance metrics as they apply to the impact of security on operational performance and competitiveness
- The CIBER is funding the development of the North American Small Business Trade Educators (NASBITE) Certified Global Business Professional credential which includes a number of homeland security topics related to international trade.

Texas A&M University

Texas A&M University is a land grant university with an international reputation for excellence in applied research, a broad range of education programs, and outreach service to government, business, and the general public. Dr. Robert Gates, President of Texas A&M (and a former Director of the Central Intelligence Agency), has made national security risk management a top priority in recent years. The Texas A&M University CIBER has been part of this effort in a number of ways, including the following activities and programs.

- Professor Kerry Cooper, Texas A&M University CIBER Executive Director, serves on the steering committee for Texas A&M's Integrative Center for Homeland Security, which develops and coordinates interdisciplinary research and development projects related to national security across all units of the University.
- Dr. Cooper has led CIBER efforts to engage the Association to Advance Collegiate Schools of Business (AACSB) in joint homeland security and business programs. For the April 2003 AACSB meeting, Cooper organized and moderated a session on the subject of homeland security and business school research and education capabilities and responsibilities. His own presentation made the case for business-public sector cooperation in border and port security.
- Dr. Cooper is authoring a monograph on the subject of border security and trade, with an emphasis on the Texas-Mexico border. The monograph will be published and disseminated by the Texas A&M University CIBER. The monograph will also include a research paper by Dr. Julian Gaspar on the subject of international funds flows devices (such as the hawala remittance system) that can be used to finance terrorism.
- The Texas A&M University CIBER has been an active partner in several CIBER joint ventures aimed at homeland security issues. For example, the Texas A&M University CIBER joined with the University of Illinois and other CIBERs in the organization of a conference in Chicago in 2003 focused on potential national security-oriented business school research tracks and included a presentation focused on the importance of security issues for strategic management of multinational corporations.
- The Texas A&M University CIBER and the CIBERs at Columbia, Michigan State, Ohio State, Purdue, Wisconsin, and the University of Texas-Austin have formed the Business and Homeland Security Studies CIBER Consortium to carry out a series of national security risk management programs over the next five years. These planned activities include major conferences to be held in New York City in 2006 and Houston in 2008 on the subject on border and port security and a series of academic research roundtables focusing on business dimensions of national security risk management (global supply chain management, strategic management and political risk, the terrorist threat to the international financial system, etc.).
- The Texas A&M University CIBER has consulted the International Business Education Group (an internal advisory committee including the undergraduate program leadership in the Mays Business School) to help develop a plan to assure that the education of the business school's 5,000 undergraduate students includes awareness of the importance of national security risk management for business.

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- The Texas A&M University CIBER has been working with the North American Small Business Trade Educators (NASBITE) for 3 years to develop the NASBITE Certified Global Business Professional credential which includes a number of homeland security topics related to international trade.
 - The University of Texas and Texas A&M University CIBERs will host, with the support of the CIBERs at San Diego State University, Duke University and University of Washington, the 2005 National Forum on Trade Policy Conference in Austin, Texas in early December 2005. The theme for the conference will focus on U.S./Mexico border issues associated with homeland security.

Thunderbird, The Garvin School of International Management

Thunderbird CIBER is leading a project involving all 30 of the CIBERs on the subject of “Homeland Security and U.S. International Competitiveness.” The project results from the identified national need to explore the issue of Homeland Security, and the CIBERs’ need to consider the issue in relation to the international competitiveness of U.S. firms.

This project will produce a range of outputs, from conferences and books on the subject, to courses and other shorter events. The goal of the CIBERs as a group is to lead the discussion in the United States on the implications of homeland security for the international competitiveness of U.S. firms. Individual CIBERs are carrying out activities that relate to their specific strengths and interests, along with the shared project that seeks to define the terms of reference on Homeland Security and U.S. International Competitiveness.


How will new costs of protection to avoid terrorist activity affect American firms? How does the increase in border controls affect U.S. imports, immigration of skilled foreign nationals, and other aspects of U.S. international business? How can homeland security be conceptualized as a cost or risk of doing business for U.S. firms? These are a handful of the questions being explored in research at Thunderbird and at other CIBERs. The project will continue for at least a five-year period, with a conference at Temple University in April 2005 as the first CIBER network research conference.

Thunderbird is serving as the group’s clearinghouse for information about all of the CIBERs’ activities in this area. Thunderbird will receive information from any CIBER that is involved with or planning a Homeland Security project, and will post the information on CIBER Web (<http://ciberweb.msu.edu/publications.asp>) as well as communicating periodically with the other CIBERs to keep everyone informed about the various activities. Research findings will also be published in various academic outlets. Selected papers from the Temple conference, for example, will be published in the *Journal of International Management*. The second year’s conference (at Thunderbird in March 2006) will produce another set of papers that will be published in an academic journal and also on the CIBER Web page.

Thunderbird itself is pursuing several research projects on Homeland Security and its relationship to U.S. firms in their international business. Several professors are pursuing conceptual papers on topics including homeland security as a political risk and defining the scope of the security issue in its relation to international business. Other professors are pursuing empirical studies, including one on homeland security as a problem to be dealt with by company risk managers, and another on homeland security as a concern in supply chain management.

Professor Grosse is leading an effort to investigate the links between terrorism and international money laundering. He and Robert Spich from UCLA are writing a paper on Competitiveness and Homeland Security: Framing the Issues. Professor John O’Connell is writing a paper on Risk Management in Global Firms: the Impact of the Problem of Homeland Security. Professor Christine Pearson is writing a paper on Homeland Security Crisis Management in Multinational Firms.

Findings from the research projects will be incorporated into Thunderbird’s regular curriculum. Professor John O’Connell will add a segment on Homeland Security to his international risk management course. Professor Christine Pearson will incorporate a segment on Security Crisis and



implications for management in her course on Organizational design. Professor Robert Grosse will introduce a segment on Homeland Security and Competitiveness in his course on Global Strategy. Additional course contents are anticipated but have not been fully developed at this time.

We will disseminate the results of our research efforts to the existing network of Thunderbird Alumni (more than 30,000 graduates working in International Business.) This will leverage our efforts to reach a very broad audience and should help us identify additional areas for research and analysis.

University of California Los Angeles, Anderson School of Management

UCLA has found a number of opportunities to contribute to the Home Security research and public outreach on national security issues

- December, 2003- the UCLA Anderson School CIBER initiated and co-sponsored with the nationally acclaimed UCLA Forecast a two panel program on security issues. A working group was formed early with CIBER, UCLA Forecast and the premiere security research consulting institution of the RAND Corporation to design the program. Two panels were organized. The first, The Chronic Side of Security Concerns focused on the issues of how security has become a central and constant management problem for companies especially in their ability to manage forthcoming government rules and its impact on local economies. The second, The Catastrophic Side of Security Concerns, dealt with the true risks of disasters events such as nuclear terrorism in trade. A focus on how others nations handled the threats was also discussed.
- CIBER sponsored research- CIBER has supported the research of two Anderson faculty members. One research project, supported by the Port of Los Angeles is developing a sensitivity analysis on the impact of terrorism events on Port flows and costs. CIBER has supported the purchase of two important data bases for the completion of this work. The other is a project that looks at the comparative effects of natural disasters (volcanic eruptions, earthquakes, fires storms , hurricanes) on economic activity of cities and states. Results so far have shown economies to be somewhat more resilient than expected, restoring to previous levels of economic activity relatively quickly. This paper was presented at the Security Conference sponsored by the University of Indiana CIBER in the Spring of 2004.
- UCLA CIBER, along with Thunderbird, took the initiative to organize an all CIBER consortium on Home Security and U.S. International Competitiveness which will begin a research and conference cycle on these themes. The first was held at the Temple CIBER in April of 2005. UCLA CIBER provided two papers for this conference. In addition, CIBER UCLA will take the initiative in organizing a case research study inviting all of the CIBER schools to provide at least one good case study of Home Security impacts on business in the region. These case studies along with summary and recommendations chapters will then be published by the CIBER schools.
- Apart from the UCLA Anderson School, the UCLA Schools of Engineering and the School of Public Policy have both sponsored conferences and research projects on the impacts of 9/11 security issues in both technology and public policy.

University of Colorado at Denver


International Executive Roundtables are two-hour meetings held throughout the academic year where we bring in international business executives to discuss the global issues involved in their positions with regional university faculty. Topics that focused on managing national security risks are:

- An Environmental Focus on Mexico
- Building Security for the Winter Olympics
- Political Risk, Terrorism and Globalization
- U.S. Economic Initiatives in Northern Ireland
- The New Politics of American Defense from NORAD's Perspective
- Human Rights in Iran and How They Impact the U.S.

Numerous business executive workshops that focused on national security related topics have been held since 1994. These include:

- After Afghanistan: The Next Challenges
- Business in a Fragile World
- Conflict Resolution in Divided Societies - The Response to 9/11
- Energy and Power
- From the Caspian to the Persian Gulf
- Geopolitics and Business Risk
- Geopolitical Hot Spots
- Global Impacts of Post-War Iraq
- Global Perspectives on Justice and Civil Liberty
- Global Security Issues
- International Terrorists: Who, Where, Why
- Iran and Oil: What is Ahead in the Middle East?
- National Security in the 21st Century
- Oil, Information Technology and Middle East Politics
- Peace, Stabilization & Reconstruction in Iraq: The Policy Challenges
- Politics of Globalization
- Sanctions and U.S. Competitiveness
- Strategic Issues in the Middle East
- Security Threats in a Post Cold War World
- Terrorism in Southeast Asia
- The Middle East: After the Fall of Saddam Hussein
- The U.S. and India - Partnering in a Dangerous World
- The War on Terror—Why we are in it and how we should fight it
- Briefings and Tour of NORAD
- The United States' Relationship with Pakistan
- Iraq and Democracy in the Middle East
- Iran and the United States' Lack of Public Dialogue

The University of Colorado at Denver CIBER also sponsors faculty research that investigates national security risk management issues such as:

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- The parameters of political corruption in public management in developed and developing nations
 - Political corruption in developing nations and how it constrains the development of free and open trade

In addition, this CIBER co-sponsors activities that relate to national security risk management with other CIBERs:

- Security Conference and Research Workshop: This two-day program, co-sponsored by the University of Colorado at Denver and sixteen other CIBERs and hosted by the University of Illinois at Urbana-Champaign CIBER in October 2003, consisted of two components: a session for businesspeople entitled “Corporate Security and International Operations: Threat, Prevention, Intervention”; and a session for academicians entitled “Conceptualizing Security Issues for International Business Research: Opportunities and Challenges.”
- CU CIBER is a co-sponsor of the CIBER network, “Homeland Security and U.S. International Competitiveness,” hosted by Thunderbird CIBER.

University of Connecticut

The University of Connecticut CIBER has taken the following initiatives in the areas of Homeland Security's Impact on Global Business.

Academic Outreach

- Co-sponsored the "First Annual Research Conference on Homeland Security and U.S. International Competitiveness," held at Temple University in October 2003, and have made a commitment to co-sponsor future conferences in the series.
- Co-sponsored the First Annual Research Conference on "Conceptualizing Security Issues for International Business Research: Opportunities and Challenges," held at the University of Illinois in October 2003, and have made a commitment to co-sponsor future conferences in the series.

Business and Professional Outreach

- Our flagship program on Homeland Security is our annual conference. Working with our School of Engineering, we launched an annual conference titled "International Conference on Advanced Technologies for Homeland Security" or ICATHS, in September 2003. The second conference in the series was held at the University of Connecticut in August 2004, which featured presentations, exhibits, and posters from companies, institutions, and government agencies.

The Second International Conference on Advanced Technologies for Homeland Security brought a roster of nationally recognized speakers to the Northeast. Speakers included senior representatives from the Department of Homeland Security, the Defense Advanced Research Projects Agency (DARPA), the National Science Foundation, the American Association for the Advancement of Science, as well as other federal agencies, laboratories, industry and academia.


ICATHS provided the attendees an opportunity to hear world-renowned experts discuss the current state of the art and future trends in technologies related to homeland security, including:

- Biological, Chemical, and Nuclear Threats
- Cyber Threats and the Role of Information Technologies
- Critical Infrastructures

It also provided an unparalleled opportunity to network with colleagues. Representatives from funding agencies, policy makers and implementers, and front-line emergency response personnel were able to work together in a relaxed setting.

Our International Conference on Advanced Technologies for Homeland Security is an annual event which will be held every year in August or September.

- In February 2003, we held a panel discussion in Hartford, CT, for businesspeople on New Homeland Security Measures and the New Cost of Doing Business Globally. The panelists



included two executives of global firms, an official from the U.S. Department of Homeland Security, a professor from the University of Connecticut, and an officer from the U.S. Coast Guard Academy.

- In March 2003, we held a conference with Iona College in the outskirts of New York City on Managing Business Risks in the Current Global Environment. The audience was a mixture of businesspeople, academics, and graduate students. A number of business leaders from New York, executives of nonprofit organizations, officers from government agencies, and academics spoke at the conference.

Research

The UConn CIBER has funded the following research projects on Global Business and Homeland Security:

- “Global Supply Change Models in a Changing World”
- “Maritime Transport: The Cost Implementations of Proposed Security Measures”
- “Impacts of Homeland Security Measures on Global Business: Some Research Hypothesis”
- “Emerging Technologies for Homeland Security: An Assessment”

University of Florida

UF CIBER has responded (and is responding) to a variety of challenging questions on the relationship between Homeland Security and U.S. international business competitiveness. Interrelated curriculum, research, and outreach initiatives in this area are briefly described below.

In the area of course development, a current CIBER grant supports planning, research, design, and implementation of a module on “IB Implications of Homeland Security: Changing Global Strategies.” The module will be added to the capstone upper-division undergraduate business course *The Firm in the Global Economy*, and will include short case studies with discussion questions. Also in the development phase is a language initiative simultaneously integrating: (1) UF’s highly successful Foreign Language Across the Curriculum (FLAC) program that has served as a model for combining foreign language and business training; (2) increasing enrollments in Arabic courses at UF. A one-credit section focused on issues of U.S. Homeland Security, international business, and the Mid-East will be offered to Arabic language students.


Business students from throughout Florida learned about the impact of Homeland Security on careers in the international logistics industries during the March 2004, conference “The Latin American Business Environment: Corporate and Career Opportunities.” The highly successful program will be repeated in March 2005, again including a presentation focused on Homeland Security and careers in international logistics.

Research initiatives are five-fold. UF CIBER is co-sponsoring the First Annual Research Conference on Homeland Security and U.S. International Competitiveness, to be held at Temple University, April 2005, and will both co-sponsor and participate on the steering committee for future conferences in the series.

In addition, four research grants are supporting teams that embody unique interdisciplinary expertise at UF to address important issues related to Homeland Security. The first team of researchers, from business and the Center for Latin American Studies, is examining “The Impact of Homeland Security on U.S.-Latin American Trade and Investment.” Some preliminary research on the topic appears in the chapter, “9/11 and the Americas: End of an Era?” by Dr. Terry McCoy, forthcoming in the edited conference volume, *The Unfolding Legacy of 9/11*.

The second team of researchers, from business and the Institute of Food and Agricultural Sciences (IFAS), is addressing the specific Homeland Security concern of invasive pests and threats to contamination of the U.S. food supply. The long-term objectives of this study, “Risky Products, International Competitiveness and Trade Policies,” are to provide U.S. governmental agencies with optimal trade policies and a cost-benefit analysis of different regulatory regimes in the presence of food and plant safety issues. Static and dynamic theoretical models are being developed and empirically tested to provide a basis for ultimate policy recommendations. Also leveraging UF agricultural expertise, a third research project focuses on empirically examining how Homeland Security programs may be impacting the supply of labor to Florida agricultural markets.

The fourth CIBER-funded study is utilizing detailed business start-up data to determine impacts of terrorist events on domestic and foreign entrepreneurship in the U.S. Specifically looking at the impact of 9/11, the research seeks to identify possible aggregate shifts in entrepreneurship, differential influences on domestic and foreign entrepreneurship, and industry-specific variations in these changes.



The first business outreach initiative was completed in October 2003 through co-sponsorship of the day-long workshop, “Corporate Security and International Operations: Threat, Prevention, Intervention,” held in Oak Brook, IL.

How Homeland Security is, and will be, altering international business markets for Florida firms was incorporated into the agenda of the recent UF CIBER co-sponsored conference “Florida’s Global Frontiers,” held in Tampa, Florida in September 2004.

In the following month, UF CIBER and the UF International Center jointly co-sponsored a public lecture by former Senior Fellow at the Consortium for the Study of Intelligence and award-winning *Washington Post* foreign correspondent and investigative reporter, Douglas Farah. The subject of the lecture was “Blood Diamonds: How the Illegal Diamond Trade Funds Civil War and Terrorism.”

Subsequent business outreach will build upon the results of the major UF CIBER research initiatives currently under way and described above. Besides presenting results at academic meetings and publishing them in both CIBER’s electronic Working Paper Series and academic journals, researchers will prepare less-technical versions of their findings for business audiences. These versions will be disseminated both orally at business meetings and in print in the UF CIBER annual volume, *The Latin American Business Environment: An Assessment*, and in the electronic bulletin EDIS, maintained by IFAS.

University of Hawai'i at Manoa

The second Homeland Security Summit was held in Honolulu in November 2005. Co-sponsored with the State Department of Business, Economic Development and Tourism, the conference featured Department of Homeland Security Secretary Tom Ridge and Pacific Command Admiral Thomas Fargo, and was attended by close to 1,000 participants from Asia, the Pacific Islands, Europe, and the United States. The major objective of the conference was to develop an international program that would foster multinational and interagency information-sharing and provide a virtual information resource center for strategic-level counter-terrorist practitioners in the Global War on Terrorism.

The UH CIBER sponsored a weekend conference, “Global Vision Summit on Homeland Security” in February 2005, for high school students and teachers from 18 high schools around the State of Hawaii. The weekend started with presentations by representatives from the Coast Guard, Hawaii State Civil Defense, Department of Health, American Red Cross, the Honolulu Advertiser, U.S. Customs and Border Protection, and the UH Richardson School of Law. After these sessions, the students had to apply some of the concepts learned to three hypothetical crisis situations: a smallpox outbreak, the bombing of oil facilities in the U.S. and abroad, and the occupation of the U.S. Embassy in Paris with a nuclear weapons threat. The final day featured students presenting their action plans in mock press conferences.

Co-hosted by the Universiti Kebangsaan Malaysia (UKM), the UH CIBER hosted a conference on “Doing Business in Islamic Asia” in June 2005 in Kuala Lumpur, Malaysia. His Excellency, Dato' Seri Abdullah Badawi, Prime Minister of Malaysia, will deliver the welcome address. Other speakers include Dr. Surin Pitsuwan, former Minister of Foreign Affairs of Thailand, Dr. Zeti Akhtar Aziz, Governor of Bank Negara (Central Bank), Malaysia, Dr. Katherine Marshall, Director and Counselor to the President of The World Bank, and faculty from Malaysia, Hawaii, the Philippines, Indonesia, Brunei, Australia, etc. Topics for discussion include: the nature of Islamic banking, the role of Islamic women in business; advertising and marketing within a Muslim context, who and where Muslim Asians are, similarities and differences between the Islam of the Middle East and the Islam of Asia. An afternoon field trip to the famous Petronas Towers and to Malaysia's administrative center, Putrajaya, is also included in the program.

University of Illinois

Research

- “Terrorism, Homeland Security, and the Options Market,” Allen Poteshman, professor of finance, faculty research grant, 2003
- “Terrorism, Insecurity, and Economic Performance in Western Europe,” Susan Jellison, doctoral student in political science, doctoral dissertation grant, 2003
- “Using Information Technology for Effective Emergency Response,” Mike Shaw, professor of business administration, faculty research grant, 2004

Academic Outreach


- “Conceptualizing Security Issues for International Business Research: Opportunities and Challenges,” academic research conference, 2003
- “Online Business Arabic,” foreign language course development award, 2003
- “Homeland Defense and Global Concert,” seminar series with ACDIS (Arms Control, Disarmament, and International Security), 15 speakers each year on various aspects of security, academic, and business outreach seminars, 2003, 2004, 2005
- “Homeland Security and U.S. International Competitiveness,” academic conference, 2005
- “Internationalizing Doctoral Education in Business: A Ph.D. Seminar,” dedicated track focusing on doing research on homeland security issues, academic outreach to doctoral students, 2005

Business Outreach

- “Corporate Security and International Operations: Threat, Prevention, Intervention,” business outreach conference, 2003
- “Terrorism and Risk Management,” seminar for Illinois legislators, 2004
- Arabic Alphabet CD, language learning tool, 2004
- “Territorial Conflict Management: Approaches and Prescriptions,” business and academic outreach conference, 2004
- “Applied Technologies for Corporate Security,” business outreach conference, 2005

University of Kansas

- Hosted a regional conference, Global Advantage, for international trade facilitators, October 2003. Sessions included a focus on complying with new security directives and improving the image of U.S. business abroad.
- Helped organize and support the Conference for Employers on Immigration Law Compliance, in collaboration with Hispanic Chamber of Commerce of Greater Kansas City, February 2004. This conference was designed to help clarify immigration regulations to employers, with a special focus on new regulations and stricter enforcement in response to terrorism.
- Supported a Ph.D. student studying Islamic law in Morocco.
- Cosponsored, with the International Trade Club of Greater Kansas City, the 2nd Annual NAFTA Transportation Conference and Exhibition in May 2004. Panel sessions focusing on homeland security issues/transportation included: Cross Border Security for Hazmat & Food Shipments; Mandated Security Initiatives; NAFTA and the Smart Border; and New Technologies in Air, Rail, and Truck Modes of Transportation.
- Sponsored 2004 African Studies Summer Institute, June at KU, “Understanding African Languages and Culture for Education and Business.” The Institute, presented for academic and Continuing Education credit, included sessions such as: Western Media and Stereotype of African Cultures; Geographical Aspects of African Languages and Cultures: Religion and Culture in North Africa; Islam, Berber, Languages and Culture in Morocco; Understanding African Culture: Values and Traditional Religions; Coptic Culture and Language in Egypt: Then and Now. It also included museum and other cultural visits, and a meeting with a vocational services group helping to resettle African immigrants and refugees in Kansas City.
- Cosponsored Florida International University’s Anti-Money Laundering Program, August 2004. Money laundering is the process that disguises the illegal origin of money, generating enormous sums, and facilitating corruption of public officials and the financing of terrorism worldwide.
- Collaborated with KU’s African Studies Center to offer a new undergraduate course in Fall 2004, “Business, Culture, and Society in Islamic Africa.” The course focuses on contemporary issues and cultural foundations for business in Africa, giving special attention to the Islamic traditions and languages of the Muslim people of Africa.
- Cosponsored a public forum on “U.S. Elections: The World is Watching,” with the Office of International Programs and the Dole Institute of Politics, October 2004. The forum addressed, from the perspective of various world regions, how the 2004 U.S. elections would affect the global community. Keynote speaker was Kenton Keith, former U.S. ambassador to Qatar.
- In February 2005, offered a conference on Globalization, Multinationals and International Labor Standards, in collaboration with the KU School of Law. This 15-hour, weekend conference is open to current KU students, students from other regional colleges and universities, and the regional business community. It focuses on legal and ethical problems deriving from the use of forced labor in various parts of the world.


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- In April 2006, collaborating with African and African-American Studies and Department of Economics to offer “Entrepreneurial Islam,” a workshop on doing business in African countries where Islam plays a significant role in the business culture. The workshop focuses on the role of entrepreneurship in orthodox Islam and understanding what business practices are effective in Muslim countries.

University of Memphis

- Two “GlobalEd Middle Eastern Culture Seminars” for business executives were organized by the Memphis CIBER and held in August and September 2003. The five-day agenda included one day on U.S. cultural mindset and one day each on the mindsets of the Arab World, Israel, and Egypt/ Saudi Arabia. The fifth day summarized how the mindsets differ and how that difference precipitates conflict. The program contributed to a greater understanding of Islamic cultures by the business participants.
- “Terrorism: The Time for Urgency is Now,” featuring Ira Lipman, President and Chairman of Guardsmark, LLC, was presented by the University of Memphis’ Economic Club in September 2003.
- “Global Security Concerns: Impacts on the U.S. Economy and Industry,” was organized by Temple University in October 2003, and held at The Philadelphia Federal Reserve. The conference focused on the state of the U.S. economy two years after 9/11 and the challenges facing U.S. business and industry as it struggles to remain competitive in the global marketplace in light of increased security concerns. Memphis CIBER was one of the co-sponsors for this event.
- Homeland Security was the focus of the October 2003, Memphis Regional Chamber’s “International Commerce Day.” The annual program, co-sponsored by the Memphis CIBER, featured Marie Vashon’s (Sr. Advisor to Tom Ridge) presentation, “Overview on Homeland Security.” Don McCrory (International Port of Memphis) and Larry Cox (Memphis Shelby County Airport Authority) spoke on “How is Business Being Affected on a Regional Level;” and Ed Mortimer (Director, Transportation, Infrastructure, U.S. Chamber of Commerce) presented “Trade, Transportation and Immigration: Keeping our Borders Open for Business and Secure.”
- “Managing Security Risks for Effective Global Operations,” held in October 2003, at the University of Illinois was co-sponsored by several CIBERS, including the Memphis CIBER.
- “Planes, Trains and Trucks ... Learning About NAFTA,” an executive business forum, was held in January 2004. This forum celebrated the first ten years of NAFTA and presented the opportunities and security challenges for the next ten years. Phil Newsom, Int’l Sales Manager for FedEx, spoke on “From Toronto to Toluca: The Air Transportation Side of NAFTA,” which focused on security concerns for clearing goods. This program was coordinated by the Memphis CIBER and co-sponsored by the Memphis Regional Chamber of Commerce, the U.S. Commercial Service, the International Trade Center, and TN Small Business Development Center.
- “Education, Health, and Information Technology Conference,” held in March 2004, was coordinated by the University’s Sociology Department and co-sponsored by the Memphis CIBER. This conference featured a presentation by President F. W. de Klerk, former President of South Africa, on how information technology can facilitate development, conflict resolution, and nonviolent political change in the world.
- The “Tennessee Homeland Security Consortium,” a partnership whose purpose will be to provide leadership, visionary solutions, training, education, and technology for the homeland

security challenges currently facing the nation, was formed in June 2004 by the University of Memphis and includes Tennessee's other top research institutions.

- The University of Memphis hosted the Annual Tennessee Governor's School in International Studies (GSIS). The 2004 four-week program (June and July) included 80 of the best high school students in the state. The students were divided into four teams representing four geographic areas (Europe, East Asia, Latin America, and Africa), and received intensive training in languages (Russian, Japanese, Portuguese, and Hausa, respectively). Students attended daily classes on the cultural and historical issues facing their particular region. Guest speakers made daily presentations on broader global issues such as human rights, terrorism, and security. The University of Memphis has been designated to continue as the annual host for the Tennessee Governor's School in International Studies.
- The International Studies Program at The University of Memphis provides the opportunity to address, from a multidisciplinary approach, human relationships and problems which cross national and cultural boundaries. Core program requirements include courses in International Economics, International Relations, International Organizations, International Law, International Economic Development, Politics in a Global Economy, and Culture & Technology with a concentration in one of the following: Africa and the Middle East, American Foreign Policy, Asia, Latin America, Russia and Eastern Europe, and/or Western Europe. The curricula provide a forum for discussions on the lack of economic freedom and opportunity, along with oppressive political regimes as a root cause of global terrorism.
- The International Studies Department also offers students internship opportunities in the area of "Foreign Policy/Security" (i.e., Middle East Institute, National Defense Council Foundation, Washington Office on Africa, Brookings Institution, European Institute for Security Studies, Foreign Policy Center, and U.S. Department of State). By participating in the internships, students experience the integration of local language and culture in diverse geographic locations.
- "Race, Class and Gender," "Sociology of Poverty," "Deviance and Diversity," "Seminar in Globalization and Social Change," are offered by the Sociology Department. The courses provide concepts, theories, and research regarding multiple intersections of race, class, and gender; contrast the concepts of deviance and diversity, including such topics as hate crimes and hate groups; and examine the sociological and historical perspectives on social, political, and economic differences among countries and regions of the world.
- "Culture and Environment" is offered by the Anthropology Department and focuses on the role of culture in the use and management of natural resources; discusses how societies construct knowledge about nature and attribute value to it; examines how indigenous knowledge, alternative value systems, and traditional management strategies influence policy decisions at the local, national, and international levels.
- "Revolution and Political Violence," "International Conflict," and "Seminar in International Conflict and Security," offered by the Political Science Department, analyze the forms and causes of political violence within nations, including revolutions, ethnic conflict, and terrorism; discuss the sources of conflict between nations; and examine how national and international actors conceptualize, identify, perceive, and address threats to their security.

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- In the Fall 2004, the Memphis CIBER will co-sponsor a half-day business conference on “International Trade Compliance Issues,” featuring Christopher J. Tafe (U.S. Department of Commerce) and John Horne (Office of Export Assistance).
 - The Memphis CIBER plans to host a conference with FedEx on the topic of “Security Issues and Related Impact on the Memphis Logistics Industry.” The program will address: How can security screening of trade merchandise be facilitated at the point of origin as well as the point of entry? This program will be co-sponsored by the Memphis World Trade Club, Council of Logistics Management, and Memphis Traffic Club. (Fall 2005).
 - Thirty CIBER institutions will work together to present an annual series of programs focusing on “Homeland Security and U.S. International Competitiveness.” The first annual research conference was held at Temple University in Philadelphia in April 2005, and included presentations directed to an academic and business audience. The international competitiveness framework was chosen to reflect how the larger problem of security, terrorism-induced and otherwise, has now entered directly and fully into the competitive business strategy.

University of Michigan

- **Roundtable on Border Security**

In cooperation with the Canadian Studies Center at Bowling Green State University, the University of Michigan CIBE co-sponsored a Border Initiatives Roundtable, which was convened at the Canadian Consulate in Detroit in March 2005. The purpose of the Roundtable was to discuss ways in which government, the private sector, and academia can cooperate to improve the flows of goods, services, and people across the U.S.-Canada border without compromises to national security. The specific geographic focus was on trade between Michigan and Ontario and between Ohio and Ontario. These two bilateral relationships constitute most of the trade between the U.S. and Canada, which in turn is one of most important bilateral relationships in world trade.

Present at the Roundtable were Mary Lynn Becker, Consulate General of Canada; Neal M. Belitsky, Detroit and Canada Tunnel Corporation; Daniel J. Cherrin, Public I; George Costaris, Consulate General of Canada; Christine Drennen, Canadian Studies Center, Bowling Green State University; Carlton Faison, National City Bank; Brad Farnsworth, Center for International Business Education, University of Michigan; Mark Kasoff, Canadian Studies Center, Bowling Green State University; Ron Matysek, BMO Bank of Montreal; Anne Preston, Center for International Business Education, University of Michigan; and Elizabeth Williamson, General Motors Powertrain.

The group concluded that there is a general lack of awareness of U.S. dependence on Canadian economic output and investment, and also that there is the potential to address this perception in the United States. The group proposed several initiatives, including: (1) a study of investment flows between Michigan/Canada and Ohio/Canada; (2) a study of the importance of Canadian trade and investment by Congressional district in Ohio and Michigan; (3) a study of trends in the globalization of small firms; (4) additional studies on special logistical problems at the Detroit-Windsor border crossing.

- **New Course: Global Interdependence**

This interdisciplinary course explores the historical, cultural, political, economic, and technological factors that drive global interdependence. Using numerous case studies and historical examples, the course examines the ways in which people, goods, diseases, and natural resources have flowed across political and cultural borders over the course of human history.

The class has no prerequisite and it is open to all Michigan undergraduates. It can be used as a “gateway” course by first- and second-year undergraduates to explore the many options in international studies that are available through our academic departments and professional schools. It is also open to upper-division students. It meets the social science distribution requirement and the geography requirement for School of Education students.

The course was approved as a permanent course for the Winter 2005 term. Enrollment reached one hundred students for the second offering. The expanded course covered the Middle East, Islam, and the connection between religious extremism and terrorism.

- **New Course: Islam in Global Politics**

This new course examines the worldwide salience of the Islamic religion in contemporary world politics. The course gives students a grounding in Islam and Islamic movements and examines the impact of Islam on politics in select countries with major Muslim populations. It covers both mainstream political Islam and Islamic radicalism. It also considers the policies toward Islam and Muslims adopted by major international players, including Russia and Japan. Similar to the course Global Interdependence, this course draws on guest lectures from throughout the university and from other academic institutions through the United States and Europe.

- **Arabic and Kazak Languages**

Addressing the critical shortage of Arabic language speakers within the U.S. government and other institutions that are critical for national security, over one hundred Michigan undergraduates enrolled in beginning Arabic during the 2004-05 academic year. A total of two hundred students are enrolled in Arabic language courses at all levels, including twenty-five students at the advanced level (fourth-year Arabic and above).

The Arabic language curriculum offers four levels of instruction, and includes such business-related courses as Business Arabic I and II, Colloquial Egyptian Arabic I and II, Colloquial Levantine Arabic I and II, and Advanced Arabic Conversation and Composition. The Michigan CIBE has funded the development of a textbook for Business Arabic, authored by Raji Rammuny, professor of Arabic, and is currently funding the development of an online teaching resource for beginning Arabic, also authored and developed by Professor Rammuny.

The University of Michigan also offers a Summer Language Institute where Arabic is offered to undergraduate and graduate students from throughout the United States, as well as to our own students. A special section of Business Arabic has been offered as part of the Summer Language Institute in previous summers, with CIBE providing student fellowships.

Kazak, another language important for national security, was introduced for the first time in 2004-05.

- **Lectures Series**

The UM International Institute and its Title VI centers presented a year-long lecture series during 2004-05 that explored global trends in democratization, with a number of lectures related to national and homeland security. Distinguished specialists on a range of regions and countries discussed the implications of democratization, decentralization, and/or centralization for national, regional, and global governance.

Among the eleven experts who participated in the series, four were particularly relevant to national security: “What We Know and What We Need to Know about the Pursuit of Democracy in the Middle East”; “Political Ecology of Famine: The North Korean Catastrophe and Its Lessons”; “Ethnocommunal Conflict in India and Indonesia: Towards a Comparative Theory”; and “Law, Order, and Participation: Challenges to Democracy in the Middle East”.

University of North Carolina—Chapel Hill

- Cross-Cultural Learning for Securing the Global Supply Chain—A project organized through UNC and local and international partners (Lenoir Community College and the University of Delft in the Netherlands, and Monterey Tech in Mexico) designed to teach students to meet challenges related to secure logistics in the global supply chain. Recognizing that homeland security requires logisticians who must function effectively in a collaborative, international environment, the project provides an innovative and globally accessible electronic platform demonstrating logistics technologies that help safeguard the nation. Through international collaborative exercises, students use logistics software related to supply chain security and learn to work with others separated by vast distance and differences in language and culture.
- LOGTECH Executive Education for Department of Defense—This executive education program incorporates global best-business practices and explores leading-edge technologies to prepare military logisticians for advances that will drive Department of Defense logistics in the future. Private sector leaders in logistics interact with DoD officers in a learning environment at UNC, including formal instruction by faculty and out-of-class discussions. In 2004-05, nine separate one-week instructional modules were offered to over 200 DoD and private-sector logistics leaders from across the U.S. and around the world.
- Research Projects
 - Explores the trade-off between business competitiveness and homeland security in the area of global supply chain management. With a focus on air cargo and air logistics, the Kenan Institute is examining the costs and benefits of homeland security policies on competitive elements of efficient supply chain management.
 - A related project looks at the impact of homeland security policies on foreign tourism in the United States, foreign labor flows to this country, and urban commercial real estate.

University of Pennsylvania

- Penn Lauder CIBER funds development of courses at Penn that serve to complement the already extensive course offerings on the Middle East and topics related to international terrorism and its global and national impact, particularly courses on these topics that are tailored to the needs of future business leaders. In 2003-2004, two new courses were funded: The Political Economy of the Modern Middle East, and Modern History of the Middle East. Other courses now regularly offered include Terrorism and International Security.
- Penn Lauder CIBER cosponsors conferences and other events on topics related to national security. In 2003-2004, these included the following:
 - “Economic Impact Two Years after 9/11. Where Are We Now? Impacts on the U.S. Economy and Industry,” (October) organized jointly by the Global Interdependence Center and Temple University CIBER
 - The inaugural Wharton Middle East Conference, “Leading in a Changing Business Environment,” (March) in Dubai, organized by students of the new Wharton Arab Club
 - “Arab World Trade Conference: Finance and Trade with the Middle East,” (November) 2004, organized by the Global Interdependence Center and hosted by Penn Lauder CIBER
 - The second annual Wharton Middle East Conference, to be held in Dubai in March 2005, organized by students of the Wharton club, Arabia
- Penn Lauder CIBER will support the Wharton-Columbia Radiant Trust Center of Excellence in its work on developing the Interdependent Risk and Security (IDRS) framework. This framework allows one to model how the actions taken by one agent can impact on the decision by other agents to adopt specific protective measures and the resulting direct and indirect consequences following a terrorist attack. While large-scale terrorism risk resembles war risk, it is more complex. Terrorism and terrorist threats are global and unpredictable, and therefore not susceptible to analysis by traditional actuarial methods. The methods proposed have been used successfully in the business community to identify and mitigate economic shocks to business enterprises and to identify strategies for the assessment and mitigation of catastrophic risks in insurance and reinsurance contexts.
- A new Wharton/ASIS Program for Security Executives was being offered November – December 2004, and in February – March 2005. The two-week certificate course, taught by senior Wharton faculty, seeks to broaden managerial and strategic perspectives, enhance business instincts, and sharpen security professionals’ ability to tackle management challenges. This new Executive Education program provides a core foundation in business knowledge, drawn from the course material of Wharton’s top-ranked MBA program. It is designed to help the nation’s security leaders make the transition from functional management to general management. ASIS is an international organization whose mission is to advance security worldwide.

The University of Pittsburgh


- Co-sponsored the University of Illinois “Corporate Security and International Operations: Threat, Prevention, Intervention,” business outreach conference, October 2003.
- Professors Louise Comfort, Graduate School of Public and International Affairs, and Hassan Karimi, Department of Information Sciences and Telecommunications, School of Information Sciences, conducted a workshop in March 2003, to discuss models of risk assessment and responses to man-made and natural disasters for metropolitan areas. The workshop included collaborators from Columbia, Mexico, Ecuador, and Japan. The research team heads a program titled Interactive, Intelligent, Spatial Information System (IISIS), focusing on software to manage high-risk and crisis situations.
- The International Business Center (IBC), the University of Pittsburgh’s CIBER, sponsored a two-day conference in March 2004, entitled “The Financial Dimensions of Terrorism: The Raising, Movement, and Disbursement of Terrorist Funds.” This conference was part of the University’s Global Academic Partnership program (GAP).

The workshop brought together a wide range of specialists on terrorism, including Rohan Gunaratna, the preeminent academic specialist on Al-Qaida, from the Institute of Defense and Strategic Studies at the Nanyang Technological University in Singapore. Other participants included academics and journalists from the United States and Europe who specialize in the financial aspects of terrorism, officials from the Office of Foreign Asset Control (OFAC), the FBI’s Terrorist Finances Operating System (TFOS), the Defense Intelligence Agency, the Counter Terrorist Center at CIA, and elsewhere who are directly involved in the effort to combat terrorist financing. The group also included representatives of business and banking who have been given major responsibilities in the effort to combat terrorism finances as a result of the Patriot Act and the new Financial Action Task Force guidelines regarding issues such as due diligence and reporting of suspicious transactions. Finally, participants included graduate students at the University of Pittsburgh, primarily from the Graduate School of Public and International Affairs.

The workshop, which will result in an edited volume, illuminated the dimensions of terrorist financing, explored the trade-offs between the Bush Administration’s freeze campaign and the possibility of following funds as a warning indicator of a potential attack, assessed what has been achieved to date, and considered further policy recommendations. The final session of the workshop considered ways in which the targeting of terrorist finances can be revitalized. By bringing together academic specialists, officials, and people from the world of business and finance, the workshop offered opportunities for a frank exchange of views, as well as the creation of synergies and the development of further cooperative ventures.

The conference was sponsored by the International Business Center of the Katz Graduate School of Business, the Global Studies Program of the University Center for International Studies, and the Ridgway Center for Security Studies, all at the University of Pittsburgh.

- In the current and next academic years (2004-06), the University of Pittsburgh CIBER is sponsoring a Global Academic Partnership (GAP) project which explores the consequences of post-9/11 immigration policies on both immigrants and institutions, such as universities and corporations in the European Union, Russia, and the United States. In addition to the



International Business Center sponsorship, the award is cosponsored by the Graduate School of Public and International Affairs, the University's Matthew B. Ridgway Center for International Security Studies, and the Centers for West European and Russian and East European Studies. The project will involve a workshop to be held on the Pitt campus in September 2005.

University of South Carolina

- The University of South Carolina CIBER is taking part in an interdisciplinary initiative with the Office of the Provost and the Richard L. Walker Institute of International and Area Studies. The purpose of the initiative is to develop faculty expertise in the national security area and to provide a forum for interdisciplinary discussion of national security, terrorism, and counter-terrorism. Under the leadership of Dr. Gordon Smith, Director of the Walker Institute, a faculty group has been assembled to conduct and review research on the topic “National Security, Terrorism, and Counter-Terrorism.” Funds have been provided by the Provost, the Walker Institute, and CIBER to support several research projects on this topic. Researchers will present their results at symposia open to the public to take place in academic year 2005-2006. CIBER Director William R. Folks, Jr., has been named a Fellow of the Walker Institute, and Walker Center Director Dr. Gordon Smith will begin a term in Summer 2006 on the CIBER Advisory Council.
- The International MBA program at the University of South Carolina is reintroducing the Arabic language track for students entering the program in 2006. From 1982 to 1993, an Arabic language program in the International Business program was offered in conjunction with the American University Cairo. A new revision of the IMBA program will allow students in the new Arabic track to spend eight months in intensive study of the Arabic language in an Arabic-speaking country. An extended Arabic track, which will include a five-month internship and 14 months of in-country Arabic language training, will be introduced in 2006 or 2007, as demand warrants. We anticipate that up to fifteen students will participate annually in the Arabic track when fully developed. CIBER Director William R. Folks, Jr., traveled to the Middle East in May 2005 to initiate discussions with potential host institutions.
- USC geography professor Susan Cutter is one of several USC faculty who will conduct research for a new U.S.-sponsored social and behavioral research center dedicated to reducing worldwide terrorism. The research is part of endeavors of the Homeland Security Center of Excellence for Behavioral and Social Research on Terrorism and Counter-Terrorism, a partnership of the University of Maryland, University of Colorado, University of Pennsylvania, Monterey Institute of International Studies, and the University of California, Los Angeles. Cutter, a Carolina Distinguished Professor of Geography, is one of the nation’s foremost authorities on hazards research and launched USC’s Hazards Research Center in 1995, a research and training center that integrates geographical information science with hazards analysis and management. Cutter’s team will lead the effort to develop better methods for understanding and warning of terror risks, preparing for attacks, and limiting the damage after an attack. By pulling together a wide range of databases and conducting geographic analyses, Cutter’s team, comprising ten USC faculty researchers and six graduate students, is responsible for providing a better understanding of the dynamics of terrorists and terrorist groups and how society responds to attacks. USC expertise in this area was identified by an interdisciplinary University committee on bioterrorism, which included the CIBER Director.
- The University of South Carolina CIBER served as a co-sponsor of the “6th Annual International Business Research Forum: Global Security Concerns and International Competitiveness,” held at Temple University, in April 2005 as part of the general CIBER consortium dealing with homeland security issues.



University of Southern California

CREATE (Center for Risk and Economic Analysis of Terrorism Events) is the first university center of excellence funded by the U.S. Department of Homeland Security.

Web Site: <http://www.usc.edu/dept/ise/hsc/index.php>

CREATE is an interdisciplinary national research center based at the University of Southern California and funded by the Department of Homeland Security. The Center comprises a team of experts from across the country, including partnerships with New York University and the University of Wisconsin at Madison.

Mission

CREATE's mission is to improve our Nation's security through the development and application of tools for assessing the risks and consequences of terrorism. We will accomplish our mission through an integrated program of research, education, and outreach that is designed to inform and support decisions made by elected officials and governmental employees at the national, state, and local events. We will also work with private industry, both to improve the security of private enterprises and to work in partnership toward meeting the needs of public organizations.

The Center aims to become the world's leading academic program for modeling the risks and vulnerabilities of terrorism, assessing the direct and indirect consequences, gauging their economic impacts, and evaluating the effectiveness of countermeasures.

Master's and Certificate Programs

USC offers a professional master's degree program and a professional certificate program in the fall of 2004 in Systems Safety and Security, with emphasis on risk-based economic analysis. The program is designed to meet the needs of industry and government for analysts and engineers who are trained to develop and evaluate terrorist countermeasures, and to identify the most economically effective means to improve the nation's security. The program includes five core courses in the areas of risk assessment, economic analysis, decision analysis, program management, and policy. Students pursuing the masters degree choose a specialization in areas such as environmental threats, policy, and information security to complete the program.

CIBER Involvement

CIBER supports the Center for Risk and Economic Analysis of Terrorism Events by providing travel grants for some of the business-related research activities of the center.

University of Texas at Austin, McCombs School of Business

Security Conference and Research Workshop: Two-day program, co-sponsored by University of Texas at Austin CIBER and sixteen other CIBERs and hosted by the University of Illinois at Urbana-Champaign CIBER, consisted of two components: a session for businesspeople in October 2003, entitled “Corporate Security and International Operations: Threat, Prevention, Intervention”; and a session for academicians on the following day, entitled “Conceptualizing Security Issues for International Business Research: Opportunities and Challenges.”

CIBER sponsored collaboration between the McCombs School of Business and the four area studies centers at University of Texas–Austin to jointly offer the International Business Fellows course to master students in the various disciplines during the Fall 2003, Spring 2005, and Fall 2005 semesters. The theme of U.S. National Security runs throughout this course. Below are a few lectures that highlight the depth and breadth of the topic covered in the course:

- “National Security Issues in a Changing World,” Prof. (Admiral (Ret.)) Bobby Inman, LBJ Centennial Chair in National Policy, LBJ School of Public Affairs, The University of Texas at Austin
- “War & Peace in the 21st Century: The Impact of Changing Military and Strategic Realities on Politics, Economics, and Business in the 21st Century,” Gen. (Ret.) Montgomery C. Meigs, Sr. Research Fellow, Ph.D., LBJ School of Public Affairs
- “A Conversation with a Corporate Executive on Managing Global Business Operations in Turbulent Times, and Living and Working in the 21st Century,” Mohan Kharbanda, Dell Computer Corporation, Bangalore, India
- “The Changing Nature of International Politics and the Role of the United States in World Affairs: A Historian’s Perspective,” Dr. Frank Gavin, LBJ School of Public Administration, The University of Texas at Austin
- “The State of the World,” Thomas J. Garza, Director, Center for Russian, East European & Eurasian Studies, Ed.D.; Ian Manners, Director, Middle East Studies, Ph.D.; Patrick Olivelle, Alma Cowden Madden Centennial Professor, Ph.D.; Nicolas Shumway, Director of Latin American Studies, Ph.D.
- “The Broader Impact on Business by Homeland Security Issues” by Stephen J. Rohleder, Chief Operating Officer, Accenture, Keynote Speaker at the McCombs School of Business Plus Program, October 2004.

The International Security Speaker Series is a series of public lectures hosted by the University of Texas Global Challenges Initiative conducted during the Fall 2004 and Spring 2005 semesters at the LBJ School of Public Policy:

- “Winning the War on Terror,” August 2003, Philip Bobbitt, A. W. Walker Centennial chair in Law, University of Texas School of Law
- “Using Force,” October 2004, John Yoo, Professor of Law, University of California at Berkeley Boalt Hall School of Law
- “Paying the Human Costs of War: Public Casualty Sensitivity and the War in Iraq,” November 2004, Peter D. Feaver, Professor of Political Science, Duke University
- “Unipolarity and the Future of Multilateralism,” January 2005, G. John Ikenberry, Albert G. Milbank, Professor of Politics and International Affairs, Princeton University

- “Al-Qa’ida as an Adversary: How Well is the War on Terror Going?,” February 2005, Daniel Byman, Assistant Professor, Edmund A. Walsh School of Foreign Service, Georgetown University
- “Democracy and Victory: Does Regime-type Explain Israel’s Military Effectiveness?” March 2005, Michael Desch, Robert M. Gates, Professor of Intelligence and National Security Decision Making, Bush School of Government and Public Service, Texas A&M University
- “Crossing the Gap Between Academia and Government: One Policymaker’s Perspective,” March 2005, Andrew P. N. Erdmann, Former National Security Council Director; Former Senior Advisor to the Iraqi Minister of Higher Education and Scientific Research
- “China’s Security Strategy with a Special Focus on East Asia,” April 2005, Qin Yaqing, Vice President and Professor of International Studies, China Foreign Affairs University
- “Iraq, Terrorism, and International Justice at the United Nations,” April 2005, Nicholas Rostow, General Counsel of the U.S. Mission to the United Nations, U.S. Department of State

The University of Texas and Texas A&M University CIBERs will host, with the support of the CIBERs at San Diego State University, University of Washington, and Duke University, the December 2005 National Forum on Trade Policy Conference in Austin, Texas. The theme for the conference will focus on U.S./Mexico border issues associated with homeland security.

University of Washington

The University of Washington CIBER recognizes the unique educational role it can play in the area of national security and global business. As one of the most trade-dependent regions in the nation that also shares a border with Canada, we have extensive community and campus resources available, particularly in the areas of Canadian Studies, Middle Eastern Studies, supply chain/logistics, port security, and cross-border security. As a result, we have implemented several activities for our various constituent groups.

For Students

- Skills workshops on “Doing Business in the Muslim World” and “Political Risk Assessment”
- Roundtable discussion with the business community on “Global Supply Chain Security: Whose Responsibility?”
- Presentation by Jon Hemingway, President, Stevedoring Services of America on the effects of security concerns on global trade and logistics
- Presentation by Tom Edwards, Senior Geopolitical Strategist, Microsoft Corporation on “Balancing Trust and Risk: Managing Global Perceptions of Microsoft”

For Faculty

- Workshop for business schools throughout the Northwest on “The Effects of Multinational Corporations & International Crises on the Global Economy” which included sessions on “Globalization in the Middle East” and “Global Crises: Response of Northwest Business”
- A three-day seminar for more than 50 K-12 teachers on “Conflicts & Challenges of the 21st Century” which included presentations on “Security Inside & Out: Domestic Politics and the International Relations of India and Pakistan,” “The Intersection of International Debt and Non-Proliferation Efforts in Russia,” “21st Century Iran: The Challenge of Modernity and Globalization,” “Military Power and the Future of Democracy In Southeast Asia,” and “The Bush Administration and North Korean Nuclear Issue”

For the Community

- Skills workshops on “Doing Business in the Muslim World” and “Political Risk Assessment”
- Discussion with faculty on the war with Iraq and its implications for global business strategy
- Lecture on “Canada-U.S. Relations in a New Security Environment” featuring the Honorable Lloyd Axworthy, former Canadian Minister of Foreign Affairs and current Director and CEO of the Liu Institute for Global Issues. More than 250 students, faculty, and members of the community participated
- Public Lecture on “Iraq: What Next? Non-Proliferation and Weapons of Mass Destruction” featuring Joseph Cirincione, Sr. Associate and Director, Carnegie Endowment for International Peace in partnership
- Lecture series for the business community on “Global Security Trends: What They Mean for Trade & Investment” including “Security in Marine Transportation,” “Security & Our Ports,” “Security & Economic Growth,” “Security & Business with Canada”
- Public lectures with the UW Title VI area studies centers on “Canada-U.S. Border Security Cooperation, Phase II,” “Saudi Arabia and the United States: A Relationship in Transition,” and “Bullets & Ballots: Militaries in South and Southeast Asian Politics”

University of Wisconsin-Madison

The UW–Madison CIBER has leveraged the rich resources of the university and its global network to develop greater understanding of national security issues. These efforts have taken the form of academic conferences, business outreach events as well as educational opportunities for students.

Academic Research, Outreach and Initiatives

The Wisconsin CIBER is participating in two CIBER consortia that aim to advance research on the strategic management of issues related to homeland security. The UW–Madison CIBER is a member of the national CIBER network project on “Homeland Security and U.S. International Competitiveness.” This group hosted its first research conference in March 2005, in Philadelphia. The CIBER is also a member of the “Business and Homeland Security Studies CIBER Consortium,” which will present a series of academic research roundtables focusing on business dimensions of national security risk management in addition to business outreach events.

Within the School of Business, Management Professors Mason Carpenter and Alex Stajkovic are investigating the ways that social network theory can lend insights into the workings of global terrorist groups. It is hoped that this new research may help better understand and possibly predict terrorist behavior.

The Wisconsin CIBER co-sponsored “Conceptualizing Security Issues for International Business Research: Opportunities and Challenges” in October 2003, which was hosted by the University of Illinois CIBER.

The CIBER also sponsored the Professional Development in International Business (PDIB): Anti-Money Laundering Program, which was hosted by the Florida International University CIBER. This program raised awareness among U.S. business professionals and faculty about the social, political, economic, and business environments that exist in Latin America and the Caribbean. Topics included the effect money laundering has on businesses, economic development, and the national and international initiatives focused on combating money laundering.

Business Outreach

The Wisconsin CIBER has sponsored or co-sponsored a number of security-related events for the business community. Several examples are included below:

- **Managing Risk in Latin American Economies.** This program addressed the economic crisis in Argentina and the ripples of the crisis which included currency devaluations, capital flight, rising prices, street protests, and political unrest. Nancy Ballsrud, Vice President and Assistant Treasurer for Cargill, Inc., shared her experiences in doing business for Cargill in Latin America and offered suggestions for companies on how to manage risk through turbulent economic and political times. Joining her were two UW–Madison faculty experts.
- **“Global Security after 9/11: Where Are We Now? Impacts on the U.S. Economy and Industry.”** This conference was hosted by Temple University CIBER in Philadelphia, PA.
- **“Corporate Security and International Operations: Threat, Prevention, Intervention.”** This conference was hosted by the Illinois CIBER.

- Global Trade: Re-engineering the Export/Import Process. In this program, participants learned how to ensure supply chain security, comply with trade regulations, and efficiently implement new export and import processes.

In Spring 2005, CIBER will host an event featuring Dean C. Alexander, a business and political risk consultant, whose expertise centers on the impact of terror on business, including financial markets, homeland security companies, and investment opportunities. Mr. Alexander's experience includes serving as Director of International Business Development at Grant Thornton International (Santiago, Chile) and as Executive Director at The NAFTA Research Institute (Washington, D.C.). He has also served as a consultant to the World Bank, Organization of American States, and private companies on foreign investment, international trade, legal, political risk, and terrorism issues.

The previously mentioned Business and Homeland Security Studies CIBER Consortium will also plan business conferences that will focus on strategic management of security risks and their relation to international trade. The first conference will be held in New York City in 2006 and a future conference will be held in Houston in 2008.

CIBERWeb



<http://CIBERWEB.msu.edu/>

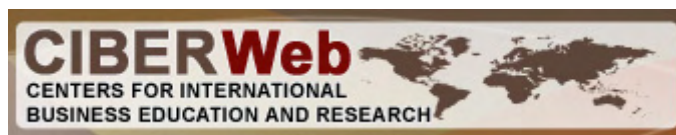
Information on projects featuring National Security is available online and updated periodically through the national CIBER website: *CIBERWeb* at <http://CIBERWEB.msu.edu/>.

The Michigan State University Center for International Business Education and Research (CIBER) maintains *CIBERWeb*. One important feature of *CIBERWeb* is the one-stop-shopping approach for our users to find out about activities taking place at each CIBER, historically, now, and in the future. Beyond the wealth of information on *CIBERWeb*, visitors can also find easy access to the web sites of the individual CIBERs.

As such, *CIBERWeb* serves as the "hub" for all CIBERs and their programs, activities, and products - these range from workshops/conferences (events) to publications to online resources to research reports. The site is designed with multiple points of entry, addressing each user's main interest. The categories of activities are Research, Foreign Language Development, Business Outreach, Faculty Development, Academic Program Development, and Study Abroad. CIBERs reach out to target audiences by holding events (conferences, workshops, speaker series, etc), distributing publications, disseminating online resources, and providing access to unpublished research in the areas of international business. The CIBER activities address but are not limited to the following topics:

- 15 Year Report on CIBER activities
- U.S. Competitiveness in Global Markets
- K-12 Education at CIBERs
- National Security Projects at CIBERs
- Internationalizing the Business Curriculum
- Less Commonly Taught Languages
- Faculty Developments Programs for Faculty at Non-CIBER institutions
- Annual Leading Edge Projects

The *CIBERWeb* also has archives of earlier CIBER publications



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Georgia Institute of Technology

Center for International Business Education and
Research
Dupree College of Management
Georgia Institute of Technology
800 W. Peachtree Street, NW
Atlanta, GA 30332-0520
<http://www.ciber.gatech.edu>

Indiana University

Center for International Business Education and
Research
Kelley School of Business, Room 738
Indiana University
1309 East 10th Street
Bloomington, IN 47405-1701
<http://www.kelley.iu.edu/CIBER/>

Michigan State University

Center for International Business Education and
Research
The Eli Broad Graduate School of Management
Michigan State University
International Business Center
7 Eppley Center
East Lansing, MI 48824-1121
<http://ciber.msu.edu/>

The Ohio State University

OSU Center for International Business
Education & Research
Fisher College of Business
2100 Neil Avenue, Room 300
Columbus, OH 43210-1144
<http://fisher.osu.edu/international>

Purdue University

Purdue Center for International Business
Education and Research
Krannert Building
403 West State Street
West Lafayette, IN 47907-2056
<http://www.mgmt.purdue.edu/centers/CIBER>

San Diego State University

Center for International Business Education and
Research
San Diego State University
5500 Campanile Drive – BAM 428
San Diego, CA 92182-7732
<http://www.sdsu.edu/ciber>

Temple University

Temple Univ. Center for International Business
Education & Research
Fox School of Business and Management
349 Speakman Hall, 1810 North 13th St.
Philadelphia, PA 19122-6083
www.fox.temple.edu/ciber

Texas A&M University

Center for International Business Studies
Mays Business School
Texas A&M University
4116 TAMU
College Station, TX 77843-4116
<http://cibs.tamu.edu>

**Thunderbird, The Garvin School of
International Management**

Thunderbird Center for International Business
Education and Research
15249 North 59th Avenue
Glendale, AZ 85306-6000
http://www.thunderbird.edu/faculty_research/research_centers/ciber/index.htm

University of California, Los Angeles

Center for International Business Education and
Research
UCLA Anderson, Suite C307
110 Westwood Plaza
Los Angeles, CA 90095-1481
<http://www.anderson.ucla.edu/research/ciber>

University of Colorado at Denver

Institute for International Business
Center for International Business Education and
Research
University of Colorado at Denver
Campus Box 195
P.O. Box 173364
Denver, CO 80217-3364
http://www.cudenver.edu/inst_intl_bus/main.html

University of Connecticut

Center for International Business Education and
Research
University of Connecticut
School of Business
2100 Hillside Road, Unit 1041
Storrs, CT 06269-1041
<http://www.business.uconn.edu/ciber>

University of Florida

Center for International Business Education and
Research
Warrington College of Business Administration
University of Florida
P.O. Box 117140
Gainesville, FL 32611-7140
<http://bear.cba.ufl.edu/centers/ciber/>

University of Hawaii at Manoa

Center for International Business Education and
Research
College of Business Administration
University of Hawaii at Manoa
2404 Maile Way, A-303
Honolulu, HI 96822-2223
<http://www.cba.hawaii.edu/ciber/home.htm>

University of Illinois

CIBER
College of Business
University of Illinois
430 Wohlers Hall
1206 South Sixth Street
Champaign, IL 61820
<http://www.ciber.uiuc.edu>

University of Kansas

Center for International Business Education and Research

University of Kansas

Summerfield Hall

1300 Sunnyside Ave, Room 207

Lawrence, KS 66045-7585

<http://www.business.ku.edu/kuciber>

University of Memphis

Wang Center for International Business Education and Research

Fogelman College of Business and Economics

220 Fogelman Executive Center

330 Innovation Drive

Memphis, TN 38152-3130

<http://www.people.memphis.edu/~wangctr/>

The University of Michigan

Center for International Business Education

Stephen M. Ross School of Business

701 Tappan Street

Ann Arbor, MI 48109-1234

<http://www.umich.edu/~cibe>

University of North Carolina at Chapel Hill

Center for International Business Education and Research

University of North Carolina at Chapel Hill

Kenan-Flagler Business School

Kenan Center, CB #3440

Chapel Hill, NC 27599

<http://www.kenanflagler.unc.edu/ip/ciber>

University of Pennsylvania

Penn Lauder CIBER

The Wharton School

The Joseph H. Lauder Institute of Management and International Studies

Lauder-Fischer Hall

256 South 37th Street

Philadelphia, PA 19104-6330

<http://lauder.wharton.upenn.edu/ciber>

University of Pittsburgh

Center for International Business Education and Research

International Business Center

Katz Graduate School of Business

University of Pittsburgh

1806 Posvar Hall

Pittsburgh, PA 15260

<http://ibc.katz.pitt.edu/>

University of South Carolina

Center for International Business Education and Research

Moore School of Business

1705 College Street

University of South Carolina

Columbia, SC 29208

<http://mooreschool.sc.edu/moore/ciber>

University of Southern California

Center for International Business Education and Research

University of Southern California

847 Downey Way, Suite 224

Los Angeles, CA 90089-1144

<http://www.marshall.usc.edu/cibear/>

University of Texas at Austin

Center for International Business Education and Research

McCombs School of Business

The University of Texas at Austin

21st and Speedway Streets, Room 2.104

1 University Station B6000

Austin, TX 78712-0201

<http://www.mcombs.utexas.edu/ciber>

University of Washington

Center for International Business Education and Research

The Global Business Center

University of Washington Business School

Box 353200

Seattle, WA 98195-3200

<http://bschool.washington.edu/ciber>

University of Wisconsin

Center for International Business Education and Research

School of Business

975 University Avenue

Room 2266 Grainger Hall

Madison, WI 53706

<http://www.bus.wisc.edu/ciber>

Matrix of CIBER Activity

University	Curricula (Interdisciplinary) Graduate	Curricula (Interdisciplinary) College	Curricula (Interdisciplinary) K-12	Faculty Training	Business Outreach	Research	Illinois Participant	Temple Participant	Conferences, Lectures, Panels, & Workshops	Reports & Publications	Other
Brigham Young University						X	X	X			
Columbia University		X					X				
Duke University		X	X	X		X	X	X	X	X	
Florida International University	X			X	X	X			X	X	
Georgia Institute of Technology	X	X		X	X	X			X		
Indiana University			X		X	X		X	X	X	
Michigan State University	X	X				X			X		
Purdue University						X		X			X
San Diego State University						X		X			X
Temple University						X		X	X		
Thunderbird, The Garvin School of International Management	X				X	X	X	X	X		
Texas A&M University		X				X	X	X	X		X
The Ohio State University					X	X		X			
University of California, Los Angeles						X		X	X		
University of Colorado at Denver					X	X	X	X	X		
University of Connecticut						X	X	X	X		
University of Florida	X	X	X		X	X	X	X			X
University of Hawaii at Manoa			X					X	X		
University of Illinois at Urbana-Champaign					X	X		X	X		
University of Kansas		X							X		X
University of Memphis			X		X	X	X	X	X		X
University of Michigan						X					
University of North Carolina at Chapel Hill		X				X		X	X		X
University of Pennsylvania	X					X		X	X		
University of Pittsburgh						X	X	X	X		
University of South Carolina				X		X		X			
University of Southern California	X					X		X			X
University of Texas at Austin	X					X	X	X	X		
University of Washington			X	X	X			X	X		X
University of Wisconsin			X	X	X	X	X	X			X

**This booklet was compiled by the CIBER at
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