

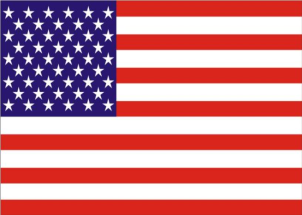
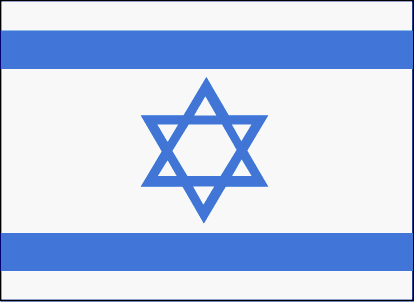
Israel National Defense College

44th Class

**United States**

Schedule

24 - 14 March 2017

Instructor responsible: Mr. Haim Waxman

General:

1. From May 14-24, 2017, the National Security College will hold a study tour in the United States.
2. **Tour Objectives:** 
   1. Familiarity with the elements of American national security, including the political system and the establishment bodies involved in the design and implementation of the national security strategy
   2. Understanding the main challenges of American foreign and defense policy in the era of President Trump, with an emphasis on the Middle East
   3. Familiarity with the main issues in Israeli-US relations
   4. Familiarity with US Jewry and the major challenges it faces
   5. Exposure to American heritage and culture
   6. Study of economic and social components in the United States and their impact on the 2016 elections
   7. Familiarity with key elements in the international system operating in the United States
3. **A preparatory program for the visit included the following lectures:**

**Wednesday, 07/05/2017**

Review of the trip to the USA  
The American Political System – Prof. Avi Ben Zvi  
The American National Security System - Dr. Eran Lerman

The United States as a central axis in foreign and defense policy - Dr. Eran Lerman

USA Military - American students

International Organizations - United Nations - Mr. Haim Waxman  
AIPAC – Mr. Marvin Feuer

Israel - US Relations (Another Perception) - Mr. Nadav Tamir

**Thursday, 08/05/2017**

Presentation of the American Command and Control – MG Tamir Hayman

American Jewry - Mr. Shmuel Rosner

American Jewry - AJC - Avital Leibowitz

Relations with the US Administration - Mr. Nadav Tamir  
Team Work

In addition, background material will be distributed

**The conduction**

4. The trip to the United States is first and foremost, a prime learning experience which we must utilize to the fullest. We are therefore expected to show great stateliness, attention and interest in the various events and to maintain an active, polite and mature dialogue with the various speakers.

5. We do not only represent the INDC but also the State of Israel, the IDF and the various organizations whose representatives are represented in the delegation.  
The special honor shared by the hosts is based on the fact that this is the most senior course in the State of Israel for the training of officers and senior officials in the State of Israel. Please show respect and stateliness.

6. Be sure to follow the schedule, the dress code (suit and tie uniform), and attentiveness during the lectures, on the formulation of our statements and the respectful attitude towards our interlocutors.

7. There is an obligation to participate during the entire program, and to refrain from exiting during the lectures. Any deviation from the program requires explicit approval from the instructor.

8. The cooperation of the students with the mentor and the instructors is essential for proper conduct of the tour. The student on duty will ensure, among other things, the readiness of the students with the gifts, the presence of all the students and the staff on the bus. The student on duty will transfer current information to the students and preparing questions by the students for each review.

9. Timing - The hours of departure are written in the schedule. We must be prepared and take into account that boarding the bus, loading the equipment etc. will take time. The bus will always depart on time! (For latecomers it is recommended to carry pocket money for taxi).

10. The list of students who will bear words of gratitude while giving the token appears on the visit schedule (shown below). Early preparation is required.

11. The dress code is written in the schedule, please make sure you follow it.

12. Please bring with you, copies of your flight ticket and passport, and keep them separate from your passport.

13. You must carry a passport and an additional ID (with photo) (such as a driver's license) at all times. In some of the places we visit we may be required to present both.

1. Mobile phone packages is the Students' responsibility. Do not bring mobile phones into the lectures.
2. Medicine - first aid – will be under the responsibility of Dr. Tarif Bader. In the event of an emergency, we will rely on the local health services.
3. Leisure time - In your leisure time, you must be vigilant about personal security (refrain from wearing clothes with Hebrew on them and from traveling in non-organized transportation, etc.). All our visits will be accompanied by a security guard. Please report any irregular activity.
4. For the avoidance of doubt - any hotel purchases, including room service, is at the purchaser's expense only. It is forbidden to charge the room charge for hotel purchases.
5. Physical exercise - It is recommended to bring sports clothes (as stated, without Hebrew writing).
6. Transportation to the airport: On Saturday night, 13.5.17, at 21:30, a bus from Mabal will depart to Ben-Gurion International Airport. Those who wish to travel independently are to be at the airport until 22:00 (no refund will be given on taxi costs or for parking at Ben-Gurion airport).
7. Transportation back from Ben-Gurion Airport to Mabal - We are expected to land in Israel on Thursday 25.5.17 at 17:10. Transport to Mabal will be available to those who wish. Independent travel is also available (without refund).
8. Please make sure you do not have military certificates, classified material, laptops, ammunition or other military equipment with you.
9. Please ensure that no sharp tools will be in your hand luggage (pocket knives, scissors, tweezers, etc.) or bottles with liquids. It is important that you take another bag with personal equipment for a minimum of two days, both for the tour and in case your luggage will be delayed at the airport.

Wishing you an enjoyable and educational tour!

**Saturday evening - Sunday - 13-14.5.17**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 21:30  (13.5.17) | Joint departure to Ben Gurion Airport (Straight arrival to be coordinated with student on duty) | Departure from INDC | Meeting at 22:00 at entrance to the terminal hall in front of inspection area – Group Check-in Kiosks | Casual |
| 00:15-05:30 | Flight Tel Aviv - Boston |  | LY15 |
| 08:00-09:42 | Flight Boston-Washington | Landing at Reagan Airport  DCA | AA2173 |
| 09:42-10:30 | Arrival and collecting luggage |  |  |
| 10:30-11:00 | En route to the hotel | Fairmont  2401 M St NW, Washington, DC |  |
| 11:00-12:30 | Arrival and check-in into the rooms |  | Change of clothes |
| 12:30-13:00 | Opening talk – IDF Attaché in Washington – MG Michael Edelstein |  |  | Mabal Code |
| 13:00-14:00 | Opening lecture – The founding documents in the History of the United States – Mr. Bill Kristol |  |  |
| 14:15-15:30 | Lunch | Char Bar- Kosher Restaurant 2142 Lst Nw, Washington, DC 20037 |  |
| 15:30-18:00 | Guided tour in the National Mall |  | In 4 groups according to the teams |
| 18:00-18:30 | In route to the Hotel |  |  |
| Independent dinner, Free evening | | | | |

**Monday - 15.05.17**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:30-08:00 | Breakfast |  |  | Official uniforms/ Jacket + Tie |
| 08:00-08:30 | En route to - NDU | 62, 300 5th Ave, Fort Lesley J. McNair, DC 20319 | Two IDs will be required |
| 08:30-09:00 | Gathering and joint picture at NDU |  |
| 09:00-09:45 | Presentation of the NDU | Token: Doron Levin |
| 09:45-11:00 | Panel on Strategy in the USA Security System | Token: Guy Paglin |
| 11:15-12:00 | Panel on the USA Army Service Challenges | Token: Yael Hess |
| 12:00-13:00 | Guided discussion in teams on the service challenges |  |
| 13:00-14:00 | Lunch |  |
| 14:00-14:30 | In route to the Pentagon | 1400 Defense  Pentagon  Washington, DC  20301-1400 | Two IDs will be required |
| 14:30-15:00 | Security checking and entrance |  |
| 15:00-16:00 | Guided tour |  |
| 16:00-17:30 | Strategic review - J5 | Token: Gilad Peled |
| 17:30-18:00 | En route to the hotel |  |
| Independent dinner, Free evening | | | |  |

**Tuesday -** **16.05.17**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:00-08:00 | Breakfast |  |  | Official uniforms/ Jacket + Tie |
| 08:00-08:30 | En route to the Washington Institute | 1111 19th Street, NW, Suite 500 Washington, DC 20036 |
| 08:30-09:00 | Opening – Rob Satloff |  | Token: Doron Ben Barak |
| 09:00-10:00 | Talk with the Former National Security Adviser – Steve Hadley |  | Token: Jonathan Miller |
| 10:15-11:00 | Panel on the Iranian Challenge – Patrick Clawson & Nader Uskowi | B-318 Rayburn House Office Building, Washington, DC  20515 | Token: Yael Grossman |
| 11:00-11:45 | Developing Threats on Israel's Northern Border- Mike Eisenstadt & Hanin Ghaddar |  | Token: Terry Leigh |
| 11:45-12:30 | Counterterrorism in the Trump Era – Matt Levitt & Kate Bauer |  | Token: Shimon Edri |
| 12:30-13:00 | Lunch |  |  |
| 13:00-13:30 | En route to the Congress |  |  |
| 13:30-15:00 | Guided tour in the Congress |  |
| 15:00-15:30 | En route to Israel's Embassy |  |
| 16:00-17:30 | Meeting with Senior White House official – Head of the Middle East Desk at National Security Council – Mr. Derek Harvey | Token: Tony Morris |
| 17:30-18:00 | En route to the Congress | B- 318 Rayburn House Office building, Washington, DC, 20151 |  |
| 18:00-19:30 | A meeting with two congressmen |  | Token: Don Maraska, Jim Lembo |  |
| 19:30-20:00 | En route to the hotel |  |  |  |
| Independent dinner, free evening | | | | |

**Wednesday - 17.05.17**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:00-08:00 | Breakfast and check-in |  | Luggage loading at 7:30 | Casual |
| 08:00-08:30 | En route to the Embassy | 3514 International Dr. NW  Washington, DC |  |
| 08:30-09:30 | A Talk with a political reporter – The New York Times – Mr. Peter Baker | Political correspondent – The New York Times | Token: Shai Belaish |
| 09:45-11:00 | Ambassador's Talk - Mr. Ron Derner |  | Token: Dado Bar Khalifa |
| 11:30-11:45 | Opening by Michael Makovsky President and Chief Executive Officer -  JINSA |  |  |
| 11:45-12:30 | Talk with Mr. Milton Sender entrepreneurship |  | Token: Mimi Regev |
| 12:30-13:00 | Lunch |  |  |
| 13:00-14:00 | Panel on Security Issues Sen. Jim Talent Gen. Chuck Wald Amb. Eric Edelman |  | Token: Markus Schneider |
| 14:15-15:15 | Processing in teams |  |  |
| 15:15-15:30 | En route to the airport | DCA Arlington, VA 22202 |  |
| 17:30-19:00 | Flight Washington-Chicago |  | AA 1079 |
| 19:00-20:00 | En route to the Hotel | The Whitehall Hotel  105 East Delaware Place  Chicago, IL 60611 |  |
| Independent dinner | | | | |

**18.05.17**- **Thursday  
  
Team 1+2: Student on duty – Gal Bistrizer**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:30-08:30 | Breakfast |  |  | Casual |
| 08:30-10:00 | En route to Valparaiso, Indiana |  |  |
| 10:00-12:00 | Tour in the Steel Factory |  | Token: Rajendra Sachdev |
| 12:00-13:30 | Joint Lunch with the Mayor – Mr. Jon Costas |  | Token: Tarif Bader |
| 14:00-16:00 | Visit at the university of Valparaiso |  | Token: Eli Macmel |
| 16:00-17:00 | Free time |  |  |
| 17:00-19:00 | Joint Dinner with the Jewish Community in Valparaiso |  | Token: Yael Malik |
| 19:00-20:30 | En route to the hotel |  |  |

**Team 3+4: Student on duty – Keren Kamerinsky**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:30-08:30 | Breakfast |  |  | Casual |
| 08:30-10:00 | En route to Kenosha, Wisconsin |  |  |
| 10:00-11:30 | Guided tour of the town |  |  |
| 11:30-12:00 | Meeting with the Mayor Mr. John Antaramian |  | Token: Yeshayahu Bar Dov |
| 12:00-13:30 | Joint Lunch with the Mayor and Senior municipal officials |  |  |
| 13:30-16:00 | Tour at local industry – Kenall Industries |  | Token: Ran Keinan |
| 16:00-17:00 | Free time |  | Token: Yael Malik |
| 17:00-19:00 | Joint Dinner with the Jewish Community in Kenosha |  | Token: Gadi Barkai |
| 19:00-20:30 | En route to the hotel |  |  |

**19.05.17 - Friday**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:00-08:00 | Breakfast |  |  | Jacket + Tie |
| 08:00-08:30 | En route |  |  |
| 08:30-09:30 | Meeting with Lester Crown |  | Token: Peleg Niego |
| 09:30-10:30 | Meeting with Newton Norman Minow |  | Token: Yariv Nir |
| 11:00-12:00 | Meeting with David Axelrod- A former strategic adviser to President Obama |  | Token: Gilad Peled |
| 12:30-13:30 | Meeting with Leo Melamed - Chairman of the former Chicago Commodity Exchange |  | Token: Meir Azuri |
| 14:00-15:00 | Meeting with Ivo Daalder – President of the Chicago Council on Global Affairs Institute |  | Token: Shachar Bek |
| 15:00-16:00 | Meeting with the Mayor of Chicago – Mr. Rahm Emanuel |  | Token: Jonathan Miller |
| 16:30-17:00 | En route to the hotel |  |  |
| 17:00-18:00 | Getting ready |  | Change of clothes |
| 18:00-19:30 | Kabbalat Shabat | Chicago Sinai Congregation  15 W Delaware Pl, Chicago, IL 60610 | Shabbat begins at 19:52 | Official uniforms/ Jacket + Tie |
| 20:00-22:00 | Joint dinner at the hotel with the Israeli Consul in Chicago - Mr. Aviv Ezra |  |  |  |

**20.05.17 Saturday**

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| Time | Activities | Location | Notes | Dress code |
| 07:00-09:00 | Breakfast |  |  | **Free** |
| 09:30-12:00 | For those who are interested – Shabbat prayers and lunch | Chicago Loop Synagogue 16 South Clark St. |  |
| 10:30-12:30 | For those who are interested – Guided tour in the city center |  |  |
|  | Free time |  | Shabbat ends at 21:00 |

**21.05.17 - Sunday**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:00-08:30 | Breakfast and Check out |  |  | Casual |
| 08:30-10:00 | Team discussions |  |  |
| 10:00-12:30 | Tour at the Church and meeting with Pastor Chris Harris | Bright Star Church 735 E. 44th St. Chicago, IL 60653 | Token: Jim Lembo |
| 13:00-14:00 | Lunch | Chicago Kosher BBQ 4311 N Broadway St, Chicago, IL 60657 |  |
| 14:00-15:00 | Free time |  |  |
| 15:00-15:30 | En route to the airport |  |  |
| 17:30-20:37 | Flight Chicago-New York  Teams 1+2 | Landing in LaGuardia Airport  **LGA** | AA375 |
| Flight Chicago-New York | Flight Chicago-New York  Teams 3+4 | Landing in LaGuardia Airport  **LGA** | AA352 |
| 22:00-22:30 | En route to the hotel | ONE UN New York  1 United Nations Plaza, New York, NY 10017 |  |
| Independent Dinner | | | | |

**22.05.17 - Monday**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:30-08:00 | Breakfast |  |  | Jacket + Tie |
| 08:00-08:30 | Walk to the UN + Check |  |
| 08:30-13:00 | Briefing at the UN  Israel's Ambassador to the United Nations   Ambassador of the United States   Ambassador of France   UN headquarters |  | Token: Daniel Hai Ezra, Don Maraska, Markus Schneider, Yoav Yarom |
| 13:00-14:00 | Lunch |  |  |
| 14:00-15:00 | Tour at the UN Hq |  |  |
| 15:00-15:30 | En route to-  AJC | AJC  165 E. 56th st, NY, NY 10022 |  |
| 15:30-17:00 | Meeting with the Executive Director-  AJC Mr. David Harris |  | Token: Yael Hess |
| 17:00-18:00 | Team Discussions |  |
| 18:00-18:30 | Summary of the MG |
| 18:30-19:00 | En route to the hotel |  |

**23.05.17 - Tuesday**

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| **Time** | **Activities** | **Location** | **Notes** | **Dress code** |
| 07:30-08:00 | Breakfast |  |  | Casual |
| 08:00-09:00 | Talk with  Ali Velshi  Chief Business Correspondent for MSNBC Network | Conference Room at the hotel | Token: Yael Grossman |
| 09:00-09:30 | En route |  |  |
| 09:30-11:30 | Visit to a Financial Institution  - Goldman Sachs | 200 West street, New York | Token: Guy Paglin, Peleg Niego |
| 11:30-12:00 | Visit to the Twin Towers Monument | Michael Arad | Token: Eyal Aviv |
| 12:00-12:30 | En route to-  We Work | 115 West 18th Street |  |
| 12:30-13:00 | Lunch |  |  |
| 13:00-14:00 | Visit at-  We Work |  | Token: Doron Ben Barak |
| 14:00-14:30 | En route to Consulate | 800 Second Avenue |  |
| 14:30-15:30 | Panel on Energy –  Mark Schwartz Ira Joseph |  | Token: Terry Leigh |
| 15:30-16:00 | En route | 10 Colombus Cir, New York |  |
| 16:00-17:30 | Tour at VICE Media |  | Token: Shahar Shapira |
| 17:30-19:00 | Free time |  |  |
| 19:00-21:00 | Visit at CNN Including watching the evening news |  | Token: Tony Morris |
| 21:00-21:30 | En route to the hotel |  |  |
| Independent Dinner | | | |

**24.05.17 – Wednesday**

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| Time | Activities | Location | Notes | Dress code |
| 07:00-08:30 | Breakfast and check-out |  | Luggage loading at 7:30 | Casual |
| 08:30-11:30 | Tour of communities in the North of the city – Fernando Cabrera |  | Token: Doron Levin |
| 11:30-12:00 | En route to the Synagogue  Park Avenue | 50 E 87th St, New York, NY 10128 |  |
| 12:00-13:30 | Lunch and panel on the streams in Judaism led by - Rabbi Eliot Cosgrove |  | Token: Shai Belaish |
| 13:30-14:00 | En route to the consulate | 800 Second Avenue |  |  |
| 14:00-15:00 | Talk of the Consul General of Israel in New York Mr. Dani Dayan |  | Token: Israel Shomer |
| 15:30-17:00 | Summarizing discussions in teams |  |  |
| 20:00-20:30 | En route to the airport – JFK |  |  |
| 23:30 | Flight New York – Tel Aviv |  | LY008 |
| Landing in Ben Gurion Aiport on Thursday 25.5.17 at 17:10 | | | | |

**Appendix A - The founding documents of the United States**

**The Declaration of Independence: A Transcription IN CONGRESS, July 4, 1776.**

The unanimous Declaration of the thirteen united States of America, When in the Course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to assume among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation. We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.--That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed, --That whenever any Form of Government becomes destructive of these ends, it is the Right of the People to alter or to abolish it, and to institute new Government, laying its foundation on such principles and organizing its powers in such form, as to them shall seem most likely to effect their Safety and Happiness. Prudence, indeed, will dictate that Governments long established should not be changed for light and transient causes; and accordingly all experience hath shewn, that mankind are more disposed to suffer, while evils are sufferable, than to right themselves by abolishing the forms to which they are accustomed. But when a long train of abuses and usurpations, pursuing invariably the same Object evinces a design to reduce them under absolute Despotism, it is their right, it is their duty, to throw off such Government, and to provide new Guards for their future security.--Such has been the patient sufferance of these Colonies; and such is now the necessity which constrains them to alter their former Systems of Government. The history of the present King of Great Britain is a history of repeated injuries and usurpations, all having in direct object the establishment of an absolute Tyranny over these States. To prove this, let Facts be submitted to a candid world. He has refused his Assent to Laws, the most wholesome and necessary for the public good. He has forbidden his Governors to pass Laws of immediate and pressing importance, unless suspended in their operation till his Assent should be obtained; and when so suspended, he has utterly neglected to attend to them. He has refused to pass other Laws for the accommodation of large districts of people, unless those people would relinquish the right of Representation in the Legislature, a right inestimable to them and formidable to tyrants only. He has called together legislative bodies at places unusual, uncomfortable, and distant from the depository of their public Records, for the sole purpose of fatiguing them into compliance with his measures. He has dissolved Representative Houses repeatedly, for opposing with manly firmness his invasions on the rights of the people. He has refused for a long time, after such dissolutions, to cause others to be elected; whereby the Legislative powers, incapable of Annihilation, have returned to the People at large for their exercise; the State remaining in the meantime exposed to all the dangers of invasion from without, and convulsions within. He has endeavored to prevent the population of these States; for that purpose obstructing the Laws for Naturalization of Foreigners; refusing to pass others to encourage their migrations hither, and raising the conditions of new Appropriations of Lands. He has obstructed the Administration of Justice, by refusing his Assent to Laws for establishing Judiciary powers. He has made Judges dependent on his Will alone, for the tenure of their offices, and the amount and payment of their salaries. He has erected a multitude of New Offices, and sent hither swarms of Officers to harass our people, and eat out their substance. He has kept among us, in times of peace, Standing Armies without the Consent of our legislatures. He has affected to render the Military independent of and superior to the Civil power. He has combined with others to subject us to a jurisdiction foreign to our constitution, and unacknowledged by our laws; giving his Assent to their Acts of pretended Legislation: For Quartering large bodies of armed troops among us: For protecting them, by a mock Trial, from punishment for any Murders which they should commit on the Inhabitants of these States: For cutting off our Trade with all parts of the world: For imposing Taxes on us without our Consent: For depriving us in many cases, of the benefits of Trial by Jury: For transporting us beyond Seas to be tried for pretended offences For abolishing the free System of English Laws in a neighboring Province, establishing therein an Arbitrary government, and enlarging its Boundaries so as to render it at once an example and fit instrument for introducing the same absolute rule into these Colonies: For taking away our Charters, abolishing our most valuable Laws, and altering fundamentally the Forms of our Governments: For suspending our own Legislatures, and declaring themselves invested with power to legislate for us in all cases whatsoever. He has abdicated Government here, by declaring us out of his Protection and waging War against us. He has plundered our seas, ravaged our Coasts, burnt our towns, and destroyed the lives of our people. He is at this time transporting large Armies of foreign Mercenaries to complete the works of death, desolation and tyranny, already begun with circumstances of Cruelty & perfidy scarcely paralleled in the most barbarous ages, and totally unworthy the Head of a civilized nation. He has constrained our fellow Citizens taken Captive on the high Seas to bear Arms against their Country, to become the executioners of their friends and Brethren, or to fall themselves by their Hands. He has excited domestic insurrections amongst us, and has endeavored to bring on the inhabitants of our frontiers, the merciless Indian Savages, whose known rule of warfare, is an undistinguished destruction of all ages, sexes and conditions. In every stage of these Oppressions We have Petitioned for Redress in the most humble terms: Our repeated Petitions have been answered only by repeated injury. A Prince whose character is thus marked by every act which may define a Tyrant, is unfit to be the ruler of a free people. Nor have We been wanting in attentions to our British brethren. We have warned them from time to time of attempts by their legislature to extend an unwarrantable jurisdiction over us. We have reminded them of the circumstances of our emigration and settlement here. We have appealed to their native justice and magnanimity, and we have conjured them by the ties of our common kindred to disavow these usurpations, which, would inevitably interrupt our connections and correspondence. They too have been deaf to the voice of justice and of consanguinity. We must, therefore, acquiesce in the necessity, which denounces our Separation, and hold them, as we hold the rest of mankind, Enemies in War, in Peace Friends. We, therefore, the Representatives of the united States of America, in General Congress, Assembled, appealing to the Supreme Judge of the world for the rectitude of our intentions, do, in the Name, and by Authority of the good People of these Colonies, solemnly publish and declare, That these United Colonies are, and of Right ought to be Free and Independent States; that they are Absolved from all Allegiance to the British Crown, and that all political connection between them and the State of Great Britain, is and ought to be totally dissolved; and that as Free and Independent States, they have full Power to levy War, conclude Peace, contract Alliances, establish Commerce, and to do all other Acts and Things which Independent States may of right do. And for the support of this Declaration, with a firm reliance on the protection of divine Providence, we mutually pledge to each other our Lives, our Fortunes and our sacred Honor.

**Thomas Jefferson, Letter to Roger Weightman Monticello June 24. 1826**

Respected Sir,

The kind invitation I receive from you on the part of the citizens of the city of Washington, to be present with them at their celebration of the 50th. anniversary of American independence; as one of the surviving signers of an instrument pregnant with our own, and the fate of the world, is most flattering to myself, and heightened by the honorable accompaniment proposed for the comfort of such a journey. it adds sensibly to the sufferings of sickness, to be deprived by it of a personal participation in the rejoicings of that day. but acquiescence is a duty, under circumstances not placed among those we are permitted to control.

I should, indeed, with peculiar delight, have met and exchanged there congratulations personally with the small band, the remnant of that host of worthies, who joined with us on that day, in the bold and doubtful election we were to make for our country, between submission or the sword; and to have enjoyed with them the consolatory fact, that our fellow citizens, after half a century of experience and prosperity, continue to approve the choice we made. may it be to the world, what I believe it will be, (to some parts sooner, to others later, but finally to all,) the Signal of arousing men to burst the chains, under which monkish ignorance and superstition had persuaded them to bind themselves, and to assume the blessings & security of self-government. that form which we have substituted, restores the free right to the unbounded exercise of reason and freedom of opinion. all eyes are opened, or opening, to the rights of man. the general spread of the light of science has already laid open to every view. the palpable truth, that the mass of mankind has not been born with saddles on their backs, nor a favored few booted and spurred, ready to ride them legitimately, by the grace of god. these are grounds of hope for others. for ourselves, let the annual return of this day forever refresh our recollections of these rights, and an undiminished devotion to them. I will ask permission here to express the pleasure with which I should have met my ancient neighbors of the City of Washington and of it’s vicinities, with whom I passed so many years of a pleasing social intercourse; an intercourse which so much relieved the anxieties of the public cares, and left impressions so deeply engraved in my affections, as never to be forgotten. with my regret that ill health forbids me the gratification of an acceptance, be pleased to receive for yourself, and those for whom you write, the assurance of my highest respect and friendly attachments.

Th. Jefferson

**Abraham Lincoln, The Gettysburg Address Gettysburg, Pennsylvania**

On June 1, 1865, Senator Charles Sumner referred to the most famous speech ever given by President Abraham Lincoln. In his eulogy on the slain president, he called the Gettysburg Address a "monumental act." He said Lincoln was mistaken that "the world will little note, nor long remember what we say here." Rather, the Bostonian remarked, "The world noted at once what he said, and will never cease to remember it. The battle itself was less important than the speech." There are five known copies of the speech in Lincoln's handwriting, each with a slightly different text, and named for the people who first received them: Nicolay, Hay, Everett, Bancroft and Bliss. Two copies apparently were written before delivering the speech, one of which probably was the reading copy. The remaining ones were produced months later for soldier benefit events. Despite widely-circulated stories to the contrary, the president did not dash off a copy aboard a train to Gettysburg. Lincoln carefully prepared his major speeches in advance; his steady, even script in every manuscript is consistent with a firm writing surface, not the notoriously bumpy Civil War-era trains. Additional versions of the speech appeared in newspapers of the era, feeding modern-day confusion about the authoritative text.

**Appendix B - Details of Panels in NDU**

**Panel 1:**

**How does the United States make Grand Strategy?**

Topics: This panel asks: Does the United States have a grand strategy, and what is the process by which strategies are formed, articulated and implemented in the US foreign policymaking process?

Sub topics: Comparing grand strategies between recent US administrations; Domestic politics and how they affect the formation of US strategic interests; the bureaucratic process of grand strategizing; the making of US strategy documents like the National Security Strategy and the Quadrennial Defense Review; problems and potential pitfalls of the strategizing process.

Moderator: Dr. Andrew Novo, associate professor at the College of International Security Affairs

Panelists: Dr. Frank Hoffman, distinguished research fellow at the Institute for National Security Studies at NDU. Dr. Hoffman is a retired military officer, with extensive experience in strategic planning functions in the US government. He is a prolific writer on grand strategy issues. <http://inss.ndu.edu/Media/Biographies/Article-View/Article/571462/hoffman-francis-g/>

Dr. Sean McFate, associate professor at the College of International Security Affairs. Dr. McFate is an expert on US grand strategy and national security, and a very engaging speaker. In addition to his scholarly work, he regularly writes for and appears in leading publications and news outlets. <http://cisa.ndu.edu/Portals/76/Documents/About/FacultyBios/SMcFateBio.pdf>

1 or 2 additional panelists, TBD (aiming for high-profile, compelling speakers—will try for Hal Brands <https://www.sais-jhu.edu/users/hbrands2> ).

Format: The panelists will each give short presentations, lasting a total of 30 minutes. After the presentations, the moderator will lead a whole-group question and discussion session, lasting 45 minutes.

**Panel 2:**

**Service Cultures and Personnel Challenges in the US Military**

Moderator: TBD

Panelists: Ms. Rebecca Zimmerman, a RAND analyst who is part of a team currently conducting a long-term study on service cultures in the US military. Ms. Zimmerman will define service culture, and discuss how different service cultures in the Army, Navy, Airforce and Marines affect joint capabilities and operations.

LTC Dwight (Buzz) Phillips, currently serving in the Office of the Secretary of Defense, LTC Phillips wrote his doctoral dissertation on how changes in the Army's institutional culture have led to a new American way of war. He will present some of this work, drawing on insights from previous generations.

Col Adam Oler, a professor at the National War College at NDU, will speak on the upcoming personnel challenges in the US military as a whole (not just by service), including gender integration issues.

TBD- A female officer who can offer a perspective on the debate related to women in combat, and the varying ways different services are moving forward with new directives. Alternately, someone who might speak to similar issues on the Israeli side, for a comparative perspective.

Format: The panelists will each give short presentations, lasting a total of 30 minutes. After the presentations, we will split into 3 smaller sessions in different classrooms. One of the panelists will be in each classroom, and INDC and CISA faculty members will help facilitate a small-group discussion on the presentations.

**Appendix C - Details on the suburbs in the teams tours**

**Kenosha, WI**

Kenosha is a typical Midwestern city insofar as it used to have a lot of heavy industry and manufacturing, including a Chrysler plant. Over the years, many of these facilities have closed and members of the community have either had to adopt new skills to new industry or have had to move, or be left behind. The Chrysler plant closed in 2008. Kenosha has had to work hard to re-invent itself and attract new industry and manufacturing facilities. Some new plants that have set up in Kenosha include Amazon, Snap-on Tools and Kenall Industries, which we will be visiting. Kenosha voted for Democratic President Barak Obama in 2012 and Republican President Trump in 2016. In fact, Donald Trump recently paid a visit to Kenosha to speak with members of the community there about manufacturing in the region. We will learn about the dynamics of the community – what are the challenges they face, how immigration and trade have impacted the industry and the community there, and what the future looks like. We will have a meeting with the Mayor so that he can share his specific challenges and insights. In addition, we will take a tour of the history of Kenosha guided by the Director of the History Museum there. The tour will focus on the golden age of manufacturing in the area. Lastly, we will have a dinner with the Jewish community at the local synagogue, Beth Hillel Temple. The Rabbi, Dena Feingold, is the sister of former senator Russ Feingold. Officers will see how Jewish communities form in the middle of the country with very little support from the outside, and amid very different circumstances than in Israel.

**Valparaiso, IN**

Valparaiso Indiana is an interesting mid-western city for a number of reasons. First, it is still home to steel manufacturing, and the county it is in (Porter County) produces roughly 25% of the US’ steel. This is down from the amount produced in the past, but it is still manufacturing, which is rare. Second, like Kenosha, Valparaiso voted for Obama in 2012 and Trump in 2016. We hope this will demonstrate that these small communities in the mid-west contribute much more to the outcome of U.S. Presidential elections than places like NYC, Washington D.C. or LA. Third, Valparaiso is home to a well-known university. We hope to begin our day with a tour of US Steel, a steel manufacturing company that is still in operation. We are also setting up a meeting with the Mayor of the city to discuss with him some of the challenges that Valparaiso faces and some of the positive aspects of the future of the community. We have contacted the vice-provost of the University and he is helping us develop meetings with professors to discuss Indiana industry, economics and the future of NW Indiana. Lastly, we will have dinner with members of the Valparaiso Jewish community.

**Appendix D - Details on the people we will meet on the tour**

**Mr. John Antaramian -** Mayor of [Kenosha, Wisconsin](https://en.wikipedia.org/wiki/Kenosha,_Wisconsin). In 1992, Antaramian was elected Mayor of Kenosha, Wisconsin and served for sixteen years. In 2008, he retired and started a consulting business. He was a visiting professor at Carthage College before returning to the mayoral office in 2016.

**Mr. Michael Arad** - Israeli - American architect who is best known for being the designer of the World Trade Center Memorial. He won the competition to design the memorial in 2004.

**Mr. David M. Axelrod** -  American [political operative](https://en.wikipedia.org/wiki/Political_operative) and [political analyst](https://en.wikipedia.org/wiki/Political_analyst), best known as the Chief Strategist for [Barack Obama](https://en.wikipedia.org/wiki/Barack_Obama)'s presidential campaigns.

**Mr. Peter Baker** - American [political writer](https://en.wikipedia.org/wiki/Political_writer) and [newspaper reporter](https://en.wikipedia.org/wiki/Newspaper_reporter) who is the [White House](https://en.wikipedia.org/wiki/White_House) correspondent for [The New York Times](https://en.wikipedia.org/wiki/The_New_York_Times) and a contributing writer for [The New York Times Magazine](https://en.wikipedia.org/wiki/The_New_York_Times_Magazine)*.*

**Ms. Katherine Bauer -** Fellow at The Washington Institute for Near East Policy and a former Treasury official who served as the department's financial attaché in Jerusalem and the Gulf.

**Mr. Fernando Cabrera -** [Democrat Party](https://en.wikipedia.org/wiki/Democratic_Party_(United_States)) politician in [the Bronx, New York](https://en.wikipedia.org/wiki/The_Bronx,_New_York). He currently represents the 14th District in the [New York City Council](https://en.wikipedia.org/wiki/New_York_City_Council), including the neighborhoods of [Claremont Village](https://en.wikipedia.org/wiki/Claremont_Village), [Fordham](https://en.wikipedia.org/wiki/Fordham,_Bronx), [Kingsbridge](https://en.wikipedia.org/wiki/Kingsbridge), [Marble Hill](https://en.wikipedia.org/wiki/Marble_Hill,_Manhattan), [Morris Heights](https://en.wikipedia.org/wiki/Morris_Heights,_Bronx), [Mount Eden](https://en.wikipedia.org/wiki/Mount_Eden), [Mount Hope](https://en.wikipedia.org/w/index.php?title=Mount_Hope,_Bronx&action=edit&redlink=1) and [University Heights](https://en.wikipedia.org/wiki/University_Heights,_Bronx).

**Mr. Patrick Clawson-** American [economist](https://en.wikipedia.org/wiki/Economist) and Middle East scholar. He is currently the Director for Research at the [Washington Institute for Near East Policy](https://en.wikipedia.org/wiki/Washington_Institute_for_Near_East_Policy) and senior editor of [Middle East Quarterly](https://en.wikipedia.org/wiki/Middle_East_Quarterly).

**Rabbi Eliot Cosgrove –** Park Avenue Synagogue.

**Mr. Jon Costas -** Mayor of [Valparaiso, Indiana](https://en.wikipedia.org/wiki/Valparaiso,_Indiana). He is a member of the Indiana Commission for Higher Education, an [elder law](https://en.wikipedia.org/wiki/Elder_law) attorney, and a small business owner. He was elected mayor in 2003.

**Lester Crown -** (born June 7, 1925) is an American businessman and is the son of [Chicago](https://en.wikipedia.org/wiki/Chicago) financier [Henry Crown](https://en.wikipedia.org/wiki/Henry_Crown) (died 1990), who created [Material Service](https://en.wikipedia.org/w/index.php?title=Material_Service&action=edit&redlink=1) with two brothers in 1919, which merged with [General Dynamics](https://en.wikipedia.org/wiki/General_Dynamics) in 1959.

**Mr. Ivo H. Daalder** (born March 2, 1960, [The Hague](https://en.wikipedia.org/wiki/The_Hague), [Netherlands](https://en.wikipedia.org/wiki/Netherlands)), has served as President of the [Chicago Council on Global Affairs](https://en.wikipedia.org/wiki/Chicago_Council_on_Global_Affairs)since July, 2013. He was the U.S. Permanent Representative on the Council of the [North Atlantic Treaty Organization](https://en.wikipedia.org/wiki/North_Atlantic_Treaty_Organization) (NATO) from May 2009 to July 2013. He is a specialist in European security. He was a member of the staff of [United States National Security Council](https://en.wikipedia.org/wiki/United_States_National_Security_Council) (NSC) during the administration of President [Bill Clinton](https://en.wikipedia.org/wiki/Bill_Clinton), and was one of the foreign policy advisers to President [Barack Obama](https://en.wikipedia.org/wiki/Barack_Obama) during his [2008 presidential campaign](https://en.wikipedia.org/wiki/Barack_Obama_presidential_campaign,_2008).

**Ambassador Danny Danon -** [Israel](https://en.wikipedia.org/wiki/Israel)’s Permanent Representative to the [United Nations](https://en.wikipedia.org/wiki/United_Nations).

**Mr. Dani Dayan** - Consul General of Israel in New York since August 2016.

**Ambassador Ron Dermer –** Ambassador of Israel to the United States.

**Ambassador Eric Edelman –** Roger Hertog Distinguished Practitioner-in-Residence at the Philip Merrill Center for Strategic Studies, John Hopkins School of Advanced International Studies; former Undersecretary of Defense for Policy.

**Major General Mickey Edelstein –** Israeli Defense Attaché to the United States.

**Mr. Michael Eisenstadt** - Kahn Fellow and director of The Washington Institute's [Military and Security Studies Program](http://www.washingtoninstitute.org/about/research-programs/military-and-security-studies-program/). A specialist in[Persian Gulf](http://www.washingtoninstitute.org/policy-analysis/topic/persian-gulf-states#/page/25|0/categories/71) and [Arab-Israeli security affairs](http://www.washingtoninstitute.org/policy-analysis/topic/arab-israeli-relations#/page/25|0/categories/69), he has published widely on irregular and conventional warfare, and [nuclear weapons proliferation](http://www.washingtoninstitute.org/policy-analysis/topic/proliferation#/page/25|0/categories/68) in the Middle East.

**Mr. Rahm Israel Emanuel**- The 44th [mayor of Chicago](https://en.wikipedia.org/wiki/Mayor_of_Chicago). A member of the [Democratic Party](https://en.wikipedia.org/wiki/Democratic_Party_(United_States)), Emanuel was elected in 2011, becoming Chicago's first Jewish mayor. He was re-elected on April 7, 2015.

**Mr. Aviv Ezra** – Israel's Consul General to the Midwest.

**Ms. Hanin Ghaddar -** Visiting Fellow at the Washington Institute. The longtime managing editor of Lebanon's NOWnews website, she will focus her research on Shi'ite politics throughout the Levant.

**Mr. Stephen John Hadley -** Former assistant to the President for National Security Affairs, serving under President George W. Bush during the second term of his administration.

**Pastor Christopher T. Harris - Bright Star Church,** Chicago, Illinois.

**Mr.** [**David A. Harris**](https://en.wikipedia.org/wiki/David_A._Harris) **-** President and CEO of the National Jewish Democratic Council.

**Mr. Derek Harvey** U.S. Army Col. Retired. Senior director for Middle East policies on the National Security Council.

**Mr. Ira Joseph -** Director of European Energy Service, PIRA Energy.

**Dr. William Kristol –** Founder and Editor, the Weekly Standard.

**Mr. Matthew Levitt** - Writer on [Islamist terrorism](https://en.wikipedia.org/wiki/Islamist_terrorism). Levitt is a senior fellow and director of the Stein Program on Counterterrorism and Intelligence at the [Washington Institute for Near East Policy](https://en.wikipedia.org/wiki/Washington_Institute_for_Near_East_Policy) and professorial lecturer in International Relations and Strategic Studies at [Johns Hopkins University](https://en.wikipedia.org/wiki/Johns_Hopkins_University)'s [Paul H. Nitze School of Advanced International Studies](https://en.wikipedia.org/wiki/Paul_H._Nitze_School_of_Advanced_International_Studies) (SAIS).

**Dr. Michael Makovsky –** JINSA President and CEO.

**Mr. Leo Melamed -** (born March 20, 1932) is an American attorney, finance executive, and a pioneer of [financial futures](https://en.wikipedia.org/wiki/Financial_future). He is the chairman emeritus of [CME Group](https://en.wikipedia.org/wiki/CME_Group) (formerly the [Chicago Mercantile Exchange](https://en.wikipedia.org/wiki/Chicago_Mercantile_Exchange)).

**Mr. Newton Norman Minow** - Former Chair of the [Federal Communications Commission](https://en.wikipedia.org/wiki/Federal_Communications_Commission).

**Major General Frederick M. Padilla** – USMC President of the NDU former Director of Operations with Plans, Policies and Operations, Headquarters Marine Corps.

**Mr. Robert B. Satloff** - Director of the [Washington Institute for Near East Policy](https://en.wikipedia.org/wiki/Washington_Institute_for_Near_East_Policy) (WINEP).

**Mr. Milton Sender –** Co-Founder Daymon Associates, Inc.and former CEO, Daymon Worldwide.

**Mr. Mark Schwartz -** CEO, PIRA Energy.

**Senator Jim Talent –** Director, National Security 2020 Project, American Enterprise Institute; former U.S. Senator and U.S. Congressman from Missouri.

**Mr. Ariel Tiger –** CEO, WeWork.

**Mr. Nader Uskowi** - Senior policy advisor to United States Central Command and a visiting fellow at The Washington Institute.

**Mr. Ali Velshi** - Chief Business Correspondent for [NBC News](https://en.wikipedia.org/wiki/NBC_News), and anchor of [MSNBC Live](https://en.wikipedia.org/wiki/MSNBC_Live) on the news division's cable network, MSNBC.

**Gen. Chuck Wald** - former Deputy Commander of [United States European Command](https://en.wikipedia.org/wiki/United_States_European_Command).