

LtCol Seth MacCutcheon

Goals and expectations for the next year.

To begin with, I am very excited about this year and MABAL, and having just completed the summer course, I must say that both the school and Israel are living up to my expectations. In the Marine Corps, schools such as this come after a successful Battalion Command opportunity and almost always after a demanding several years in the operational forces as a whole, and certainly after at least one deployment away. This time in the operational unit gave me (and my wife) time to reflect and decide where we would like to live and study for a year. We chose Israel for several reasons, which I have divided into personal and professional categories.

On a personal level I hope to achieve multiple things in the next year. To begin with, it is very nice to be home, and not working 18-20 hour days as I have for the last 4 years. The Marine Corps, when in an operational command, is as demanding a business as I have seen, and I was gone constantly. As such, my wife, family, friends, et cetera had to spend a lot of time without me, and in some cases we drifted apart. Having a year in Israel, where I work normal hours, have weekends with my wife, and get to experience a reasonable schedule are fantastic. Our goal at home is to continue to stay connected and build on our already strong marriage.

Additionally on a personal level, I hope to be able to become healthy and fit, as the last few years I have suffered numerous injuries and strains. This year gives me time to get all of my issues identified and resolved. Next, my wife and I hope to understand a new culture, and one which we never imagined we would get the chance to immerse ourselves in. From meeting new neighbors, to studying the Hebrew language, to visiting all parts of the country, we are very excited about this opportunity.

Professionally, I have several goals as well. First, is to represent the Marine Corps and US well to my peers from both Israel and the

other nations. Second, I am excited at the chance to develop my strategic thinking as I have operated solely within the operational and tactical levels for my entire career. Third, I am looking forward to developing both my oral and written communication, as I have not been in an academic setting for 20 years. Fourth, I hope to contribute meaningful work to the school and Israel as a whole, and would like the opportunity to provide an outsider's perspective on current events and actions. Fifth, I hope to acquire an understanding of Israel and the region to the point that I can contribute to US and USMC policy and actions within the reason for the rest of my career (and beyond).

From the course I have a few expectations. First, that it will help me achieve my stated professional goals. Two that I will be able to pick a research topic, develop it, and be able to make this subject area a point of lifelong study and action. Thirdly would be the ability to manage my life outside of the course to best take care of my wife and I. For example, should I require an MRI for an injury I would be afforded the few hours required to get this taken care of. Lastly, I expect that my viewpoints may be criticized or debated, but that it will be done in a collegial way. Again, I am happy to be here and am looking forward to a great year.

INDC 46th Class, Team 2 – Col. (ITA) Eros Zaniboni, 03/09/2018.

Short paper on personal objectives, expectations and goals regarding the coming NDC year.

I have been selected to join INDC 46th class only one month before the beginning of the course. So, this opportunity was quite unexpected. In addition, since I had already spent the first 4 months of the year 2018 abroad for a NATO mission (Air Policing in Estonia as Task Force Commander), coming back to Italy, I expected to cover a position at the Italian Air Force Staff for the next two years.

Yet, I was very happy and honored to have the opportunity to attend the INDC. I would have expected to attend the Italian NDC in two or three years, but having the opportunity to take part in an international senior course of this high level represents for me an absolute added value.

In 2014-2015, I had the opportunity to attend the US Air War College and that experience allowed me to appreciate very much the exposure to the international environment and to new relationships with senior officers from all over the world.

Likewise, I am sure INDC will be an exciting and unique experience that will let me know and understand a new Country and connecting with new leaders. In particular, as I have already appreciated during the summer course, MABAL will be an exceptional opportunity to learn more about a Western Country from a perspective different from the NATO or EU one I am used to as Italian, thus definitively enriching my professional background.

I am expecting that both the contents of the course (political science and national security) and the personal relationships built during the year will be very useful for my future job in the Italian Air Force and Defence as a senior officer.

Most probably, this prestigious course will be also very valuable to me in order to have favorable job assignments and career opportunities once I go back to Italy.

My staying in Israel will also be an exceptional opportunity to learn and appreciate the Middle East in general, Israel, its people and its culture. As I have already tasted during my first period of living here, this is a really unique place for its history, its beauty and its many internal and external challenges.

The first two months spent in Israel and at INDC for the summer course have already been an extremely valuable experience in terms of preparatory knowledge for MABAL and personal/professional relationships both with the other international participants and the staff.

This year will also ask me some personal sacrifice, such as being away from my family and my home (my family will visit me only for short periods and I will go home for a couple of times during the year), but I will have more time available for a full-immersion Israeli experience.

This means also that I will put a lot of effort in participating in this course in terms of studying, writing and contribution to the class and team discussion. This will be also a way to pay back my Country for having selected for this course. I hope that my course results will reward my effort.

One significant challenge during this year will be that the course is in Hebrew with translation in English that is my second language. On the other hand, it will be a good opportunity to practice English and improve my fluency and to learn also a little of Hebrew (not easy considering Hebrew is my third language with a totally different alphabet and phonetics).

To sum up, my expectations and objectives for this coming year at MABAL are:

1. Learn as much as possible from the course on Israel and national security;
2. Establish new personal and professional relationships with senior leaders;
3. Build a useful professional background useful for my following career;
4. Achieve good final results as payback for my effort and for being selected for this prestigious course;
5. Learn about the Middle East, Israel, its people and its culture;
6. Improve my English skills.

Concluding, even if challenging, I am sure it will be a precious and unforgettable experience.

30 Aug 18

Rafi Schutz (Tutor - Mabal 46 Team 2)

MABAL 46 PERSPECTIVES – COL J S R PRIEST

Reference:

A. WhatsApp Message dated 27 Aug 18.

1. **Introduction.** Following Reference A, I offer perspectives on my goals, personal objectives and expectations during Mabal 46. The course does have added relevance for me, given that I will become the British Defence Attaché in Tel Aviv on completion. Therefore, the knowledge and experience accrued from both the summer preparation and Mabal will also provide an excellent baseline of understanding.
2. **Goals.** I have a number of targets I wish to achieve. Taking a holistic view over the next 11 months, I hope to better understand Israeli society and culture, as well as the interdependencies with the IDF and wider government. Key to this is gaining an insight into Israeli geopolitical issues. I would also like to improve my Hebrew to an extent that I can engage in (basic) conversations. I regard these aspects as fundamental to my professional development.
3. **Personal Objectives.** In order to achieve my goals, there are specific topics that require consideration. Firstly, establishing a comprehensive understanding of current and future National Security Challenges. This will provide valuable context. Equally, is an awareness of the Government's decision making process and its (National) priorities. From a military (IDF) perspective, I am keen to learn how their cross-Ministry/Department planning is used to deal with existential threats. In addition, gaining an insight into the National strategy for Foreign Policy and International Diplomacy will be extremely useful. I am genuinely interested to understand how the country perceives (and positions) itself on the global stage. Underpinning all these themes, is developing a sound knowledge of Israeli political and military history.
4. **Expectations.** I hope I can add some value through contributions, *inter alia*, to debates, papers, and wider professional and social events. My aim is to use my broad array of experience to provide additional insights and

perspectives, whilst endeavouring to use intellectual rigour to reinforce research, discussions and course work. Without doubt, I am looking forward to experiencing and exchanging some innovative, open and balanced views on a range of issues. I am also sure the plenums will provide an excellent mechanism for some cerebral sparring! Finally, of utmost importance to me is the establishment of enduring friendships.

JSRP

PERSONAL LEARNING OBJECTIVES
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CONTEXT

Summer Course. The eight weeks summer course provided an overview and **challenges faced by Israel as a Nation state and the IDF**. Beyond this, it broadened my (but limited) understanding of the Israeli society and how the IDF and the society “interacts”. The organized tours provided a first-hand account of the geographical and contextual challenges (it was a humbling experience) and I look forward to such tours (and especially hearing the perspective from our local students). My biggest take-away from the many intriguing lessons and lectures was perhaps the IDF’s influence on the political arena (which will be the basis for my final paper).

SPECIFIC OBJECTIVES

Learning.

- (1) Deepen my understanding of the different key actors in the Middle East (ME) and how Policies and the Military interface to enable the policy space to be shaped within the region.

- (2) Gain a deeper understanding of the Israel society and what shapes it and key trends ahead.

(3) The IDF and the society specially IDF influence on the political arena (with possible scope to study this as part of my final paper).

(4) The challenges faced by the IDF and the strategic direction ahead.

Networking and Social. I was fortunate to be able to hear the different perspective from my fellow international students on many “hot-button” issues faced by Israel - such as info operations (or the lack of it) and being in the “rough neighborhood”. It is also important for us to **bond beyond the classrooms and we look forward to sharing similar professional and social networking** with our fellow (local) students from the diverse background during the 46th class.

Expectations. I thoroughly enjoyed the highly intellectual discussions throughout the summer course. I look forward to more **discussion-based lessons** so exchange ideas. As an international student will endeavor to juxtapose our perspective and to challenge the norms professionally.

Benchmark against the Singapore Context. I intent to critically examine the similar contextual issues between the IDF and the SAF such as conscription and the commitment to defence. To this end, I hope to **bring back useful lessons**.