



THE INSTITUTE
FOR NATIONAL SECURITY
STUDIES



INSS IN BRIEF

The Institute for National Security Studies (INSS) is the leading think tank on issues related to the national security of the State of Israel.

INSS conducts innovative, high-quality research that shapes the public discourse of issues on Israel's national security agenda, and provides policy analysis and recommendations to decision makers, public leaders, and the strategic community, both in Israel and abroad. As part of its mission, it is committed to encourage new ways of thinking and expand the traditional contours of establishment analysis.

Perceiving strategy as a dynamic interdisciplinary field comprising intellectual, political, military, economic, and social dimensions, INSS serves as a primary resource for decision makers, individuals, and organizations engaged in issues related to Israel's national security. The research conducted at INSS enriches the public debate of national security issues, which in turn enhances professional deliberations of these matters. By probing issues that are

already part of the public discourse and those that portend future importance, INSS both responds to and helps shape the national security agenda.

The Institute's greatest asset is its diverse team of researchers, many of whom have held senior positions in Israel's security and government establishments. Encompassing renowned academics and practitioners alike, the staff includes researchers with strong backgrounds in security, international relations, and public policy. INSS researchers are guided by the four core values of professionalism, relevance, intellectual independence, and teamwork.

An independent and non-partisan public benefit company, INSS is affiliated with Tel Aviv University while enjoying full research, budgetary, and administrative independence. INSS is the only Israeli institute ranked among the world's fifty leading think tanks in the field of defense and national security, according to the University of Pennsylvania's latest Think Tank Index Report.

KEY ACTIVITIES



Research



Publications



Conferences



**Simulations
and Seminars**



**Strategic
Dialogues**



**Special
Briefings**



Workshops



**Public Opinion
Polls**



**Strategic
Planning**

POLICY-ORIENTED RESEARCH

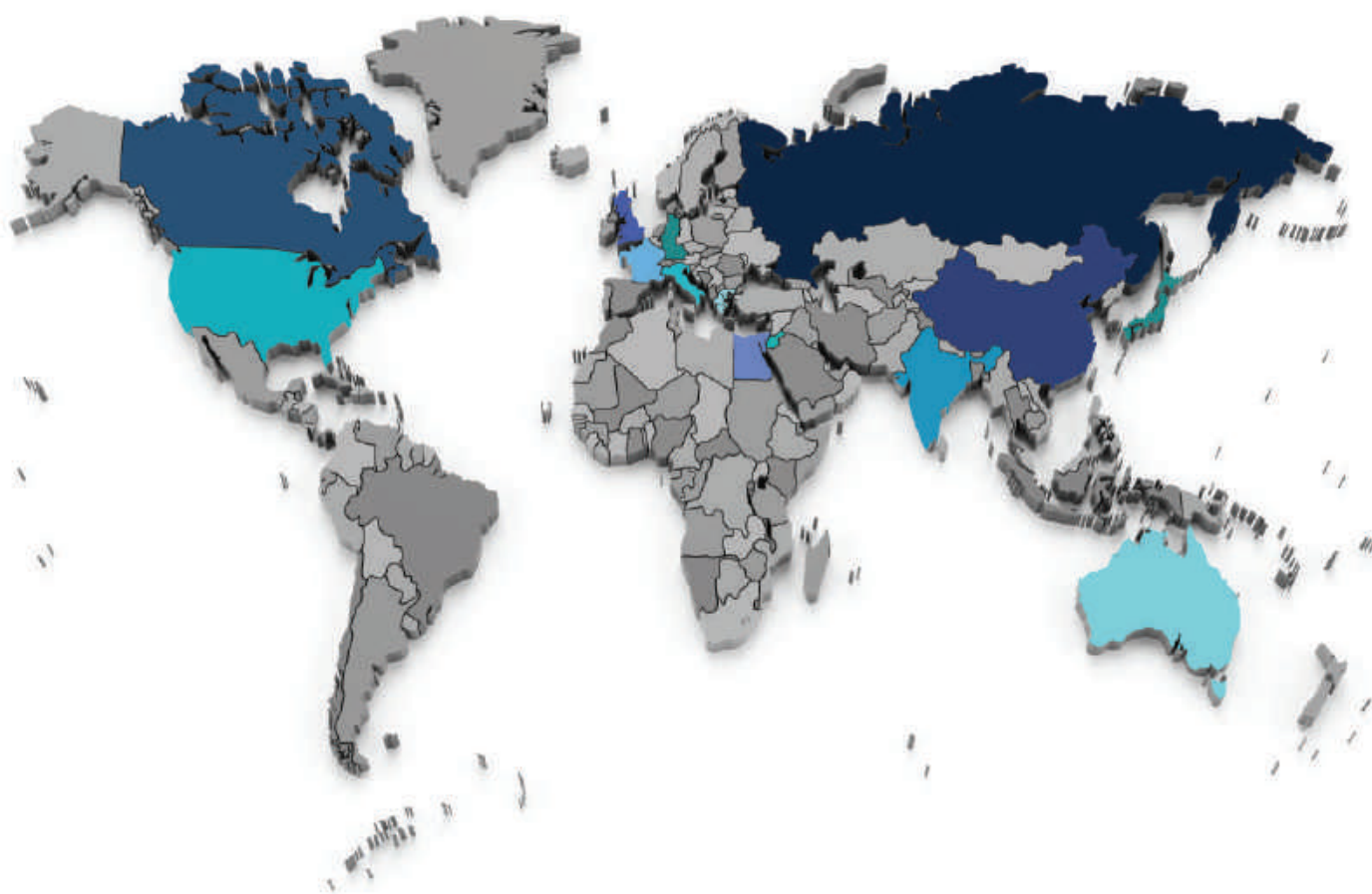
Experts on Israel's security agree that the country's immediate challenges demand new strategic approaches and innovative policies. There is an urgent need to reassess Israel's current strategic environment and examine how Israel might best navigate the challenges it confronts.

This is precisely the role of INSS, where basic research complements analysis of contemporary affairs. The top issues on the INSS agenda include: the Israeli-Palestinian conflict, the Iranian threat, the upheaval in the Middle East and the implications for Israel, the future of US-Israel relations, the delegitimization of Israel, and cyber security.

The practical application of INSS research takes the form of out-of-the-box approaches and the design of policy options for decision makers in government, the defense establishment, the strategic community, and the private sector.

INSS work rests on pluralism and the free exchange of ideas among researchers. The diverse academic and professional backgrounds among the research staff ensure that INSS does not assume any particular political viewpoint and remains non-partisan in its policy-oriented research.

DIALOGUES AND INTERNATIONAL ACTIVITIES



BOARD OF DIRECTORS



The Institute's Board of Directors is chaired by Sir Frank Lowy, Chairman of the Lowy Institute for International Policy (Australia). The Board includes eleven other members with backgrounds in academia, diplomacy, foreign affairs, security, and business:

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- David Lowy
- Rami Ungar
- Prof. Eyal Zisser,
Vice Rector, Tel Aviv University



INTERNATIONAL BOARD OF TRUSTEES

The International Board of Trustees comprises a group of distinguished individuals who support INSS as part of their commitment to the national security of the State of Israel. The Board of Trustees is chaired by Jonathon Jacobson, founder, Chief Investment Officer, and CEO of Highfields Capital Management LP, of Boston, Massachusetts. Jeffrey Silverman serves as Vice Chairman of the Board of Trustees.

The other members of the Board of Trustees are:

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- Albert Sweet
- Steven Ungerleider
- Doron Valero
- Michael Webber
- Robert Wiener



INSS sponsors events abroad for members of the Board of Trustees and friends of INSS, and Trustees are invited to the Institute's conferences and many of its strategic dialogues.

ISRAELI BOARD OF TRUSTEES

In September 2014, INSS established an Israeli Board of Trustees to support the Institute's efforts to enrich the public debate in Israel and abroad on issues relating to Israel's national security. The Board includes leading figures from Israel's business community committed to the active enhancement of Israel's welfare and security. Pinchas (Pini) Cohen, Chairman of America Israel Investments Ltd., one of Israel's leading real estate development and investment companies, serves as Chairman of the Israeli Board.



The other members of the Board are:

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- Gilad Altschuler
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- Harel Shapira
- Dubi Shiff
- Gideon Tadmor
- Avi Tiomkin
- Moshe Tzur
- Rami Ungar
- Amit Vardi
- Dudi Weissman

EVENTS

INSS sponsors both public conferences and closed seminars dealing with key issues on Israel's national security agenda and the stability of the Middle East. Most are held at INSS and feature leading experts and professionals from Israel and abroad.

Among the most recent INSS events:

- "Strategic Assessment for Israel" – the INSS annual international conference; keynote speakers have included Israel's President, the IDF Chief of General Staff, the Minister of Defense and other ministers, and leading government figures, as well as senior researchers and experts from Israel and abroad.
- **The INSS Plan: A Political-Security Framework for the Israeli-Palestinian Arena** – presentation of the new INSS plan, formulated by INSS researchers and a team of outside experts, to secure the future of the State of Israel as a Jewish, democratic, secure, and moral state.
- **Iran-Israel: Heading to Confrontation or Change?** – a conference examining the current domestic situation in Iran and the external dynamics that will impact on Iran's regional aspirations and the Israel-Iran relationship.
- **The 4th Annual Israel-China Conference** – the annual conference of the INSS Israel-China Program dealt with the challenges and opportunities emerging from the tightening relations between Israel and China.
- **The Crisis of the Gaza Strip: A Way Out** – a conference to examine the current situation in the Gaza Strip and to propose possible courses of action and measures to prevent security escalation and deterioration into a humanitarian crisis.
- **The Cognitive Campaign: Gaza as a Case Study** – examining the characteristics, rationales, meanings, and effectiveness of the cognitive-media campaign, which demands increasing counter-efforts on the part of the state.
- **Iran and North Korea: Where Do We Go From Here?** – sponsored by the INSS Arms Control and Regional Security Program, focusing on the developments regarding the nuclear programs of Iran and North Korea.



LOOKING BACK



In 1975, as a reaction to the surprise attack on Israel in the Yom Kippur War, Tel Aviv University decides to establish a center for security studies, under the premise that the defense establishment's assumptions should be challenged on a regular basis.

1970s

1973
Yom Kippur War

1977
President Anwar Sadat of Egypt visits Israel

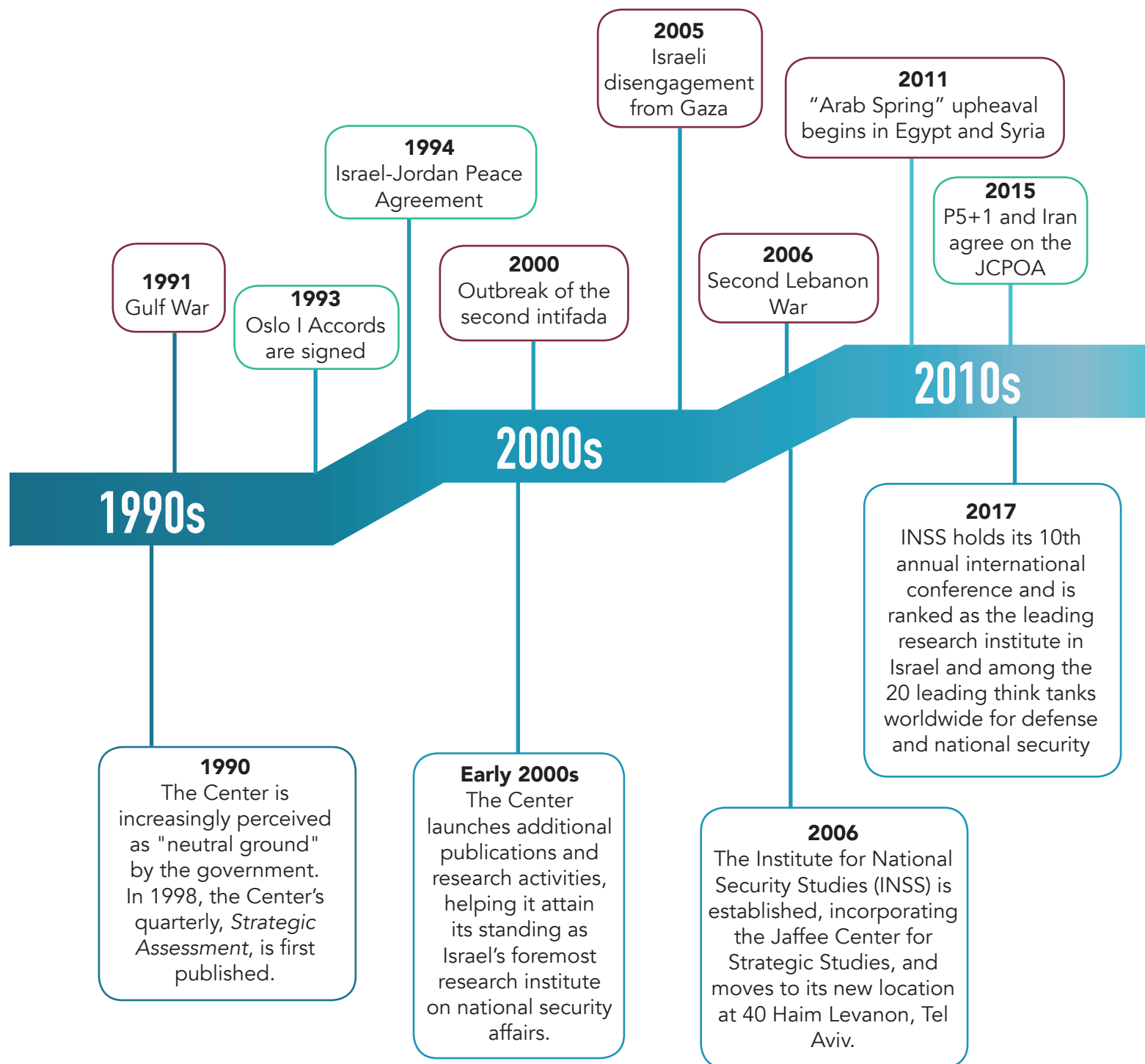
1982
First Lebanon War

1987
Outbreak of the first intifada

1980s

1978
The Center for Strategic Studies is founded by Prof. Haim Ben Shazar and Prof. Zvi Yavetz of Tel Aviv University, with Major General (ret.) Aharon (Ahrale) Yariv, former MK and head of Military Intelligence, named as its first head. Instead of building it according to country "desks," as was the customary approach, the Center adopts an issue-based structure.

1983
The Center is renamed the Jaffee Center for Strategic Studies. The road to serious recognition by the Israeli security and academic establishments proves to be an uphill battle. However, gradually, the Center begins to gain a reputation for groundbreaking studies of Israel's national security.



INSS is now recognized in Israel and abroad as the primary resource for analysis of Israel's national security issues, serving military and government leaders, diplomats, policymakers, and strategists, as well as the general public.

THE NEXT GENERATION

Believing that the next generation of researchers is critical for both the State of Israel's security and the INSS research edge, INSS places great importance on the recruitment, training, and fostering of the next generation of experts in policy, strategy, and decision making. To this end, INSS seeks to establish and provide a platform for researchers with innovative approaches who are engaged in traditional and new disciplines that can contribute to the study and understanding of the global and regional strategic reality.

Under a model prevalent in many countries, INSS promotes a policy to train the next generation of decision makers and researchers in Israel that will build a strategy community for the coming years. To achieve its goal of fostering a new generation of researchers, INSS offers several training programs: an internship program providing initial research and analysis experience for students working towards their BA and MA degrees; research assistant positions, to deepen knowledge in specific subjects and programs and work alongside senior research fellows; and the Neubauer Research Fellowships, which allow for outstanding doctoral students to join the INSS research team.

NEUBAUER RESEARCH ASSOCIATES PROGRAM

The Neubauer Research Associates Program was launched in 2006 by the Philadelphia-based Jeanette and Joseph Neubauer Foundation. The Neubauer Program was created in order to engage distinguished doctoral candidates embarking on an academic career. It offers part-time appointments for individuals working on security-related dissertations while they work alongside INSS senior research fellows who serve as advisors and mentors.

NEXT GENERATION LEADERSHIP FELLOWS PROGRAM

After completing their doctorates, some Neubauer associates have continued to work at INSS in research capacities, while some have moved to government and military offices, academic institutions in Israel and abroad, and other organizations. It is important to create an opportunity for the highest performing researchers of the Fellowship Program to join INSS on a permanent basis as resident fellows. Some of the Neubauer associates who remain at INSS are sponsored through the generosity of the Resnick Foundation.

THE "REVOLVING DOOR"

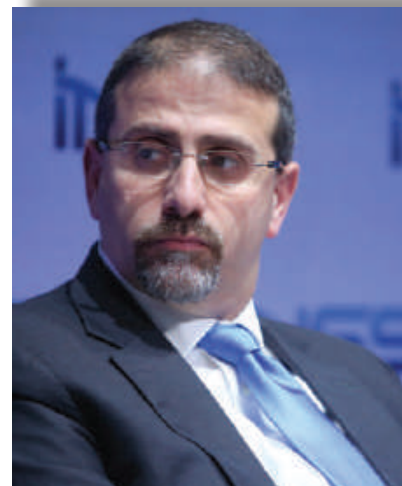
INSS is one of the few research institutions in Israel that has adopted a "revolving door" policy similar to that of think tanks in the United States. This policy allows decision makers to join the Institute for periods of time between their various roles in government.

During their term at INSS, the researchers are able to share ideas as well as collaborate with individuals at the Institute and with senior government officials. This strengthens the Institute's relationships with decision makers while allowing the highest policy echelon direct access to the Institute's research products.

In addition, the Institute encourages its researchers and staff to work in Israel's public sector, and is happy to welcome them back afterwards. In this sense, the returning staff members bring with them greater awareness of the complexity of issues relating to national security, which contributes to the quality of the Institute's research.

"Revolving Door" researchers include:

- MK Tzipi Livni – until 02/2013
- Attorney General Avihai Mandelblit – until 05/2013
- Former Deputy Chief of Staff Yair Naveh – until 12/2015
- Former Education Minister and Interior Minister Gideon Sa'ar – until 12/2016
- Former Israeli Ambassador to China Matan Vilnai – until 07/2018
- Former Defense Minister Moshe (Bogie) Ya'alon
- Former United States Ambassador to Israel Daniel Shapiro



PUBLICATIONS

Key INSS publications:

Memoranda are monograph-length analytical studies of current issues with policy implications.

Strategic Assessment, the INSS quarterly journal, publishes essays on recent events and ongoing trends related to Israel's strategic situation.

Cyber, Intelligence, and Security is published three times a year, and concentrates on policy and strategy on cyber issues; cyberspace regulation; critical infrastructure cyber defense; and related issues.

INSS Insight is an e-publication providing quick responses to timely events.

Recent Publications:

Amos Yadlin, Udi Dekel, and Kim Lavi, **The INSS Plan: A Political-Security Framework for the Israeli-Palestinian Arena**

Yotam Rosner and Adi Kantor, eds, **The European Union in Turbulent Times: Challenges, Trends, and Significance for Israel**

Gabi Sibomi, Kobi Michael, and Anat Kurz, eds., **Six Days, Fifty Years**

Anat Kurz, Udi Dekel, and Benedetta Berti, eds., **The Crisis of the Gaza Strip: A Way Out**

Ephraim Lavie, **Integrating the Arab-Palestinian Minority in Israeli Society: Time for a Strategic Change**



Strategic Survey for Israel is a volume published annually that surveys main developments impacting on Israel's strategic environment and suggests how Israel might best meet current and prospective national security challenges. **Strategic Survey for Israel**, which replaces the former INSS *Strategic Balance*, has been published since 2009.

"[The INSS] Strategic Survey is unique in that it is intended for the general public. Knowledge is power. Knowledge that is accessible to all is power that is accessible to all. This is a document that allows every person in Israel to independently meet the critical security and political challenges faced by the country at this time. Therefore, it is a vital document for the soundness of Israeli democracy."

Reuven (Ruvy) Rivlin, 10th President of the State of Israel



INSS Director Amos Yadlin presents President Reuven Rivlin with *Strategic Survey for Israel 2016-2017*, January 2, 2017, at the President's Residence in Jerusalem.

RESEARCH PROGRAMS

Iranian Nuclearization: The Ramifications for Israel *Arms Control and Regional Security*

The ramifications of Iran's nuclearization for Israel, the region, and the rest of the world are the focus of this research program, with specific emphasis on the threat of nuclear proliferation in the region.

Breaching the Israeli-Palestinian Deadlock and Creating New Paradigms *Israeli-Palestinian Relations*

The Palestinian issue lies at the heart of Israel's strategic situation and security agenda. The program focuses on creative measures through which Israel might approach the current impasse in the negotiations in order to secure its future as a democratic Jewish state.

Lawfare: The Increasing Challenge of the International Legal Arena *Law and National Security*

The goal of the program is to study the importance of the legal battleground in increasingly frequent instances of asymmetric warfare, including the use of force, the laws of armed conflict, the implementation of security measures, cyber security, and maritime law.

The Home Front Under Fire *Israel's Civilian Front*

The program deals with the diverse aspects of the Israeli home front and its preparedness for civilian crises, wars and large-scale terror attacks, as well as natural disasters.

The Military Component of Israel's Security Concept *Military and Strategic Affairs*

The program studies the principles underlying IDF force development and deployment, and their impact on Israel's military ability to provide an appropriate response to the range of threats faced by the country.

How Special is the Special Relationship? *Israel-US Relations*

The program will focus on the policies of the Trump administration toward Israel and the Middle East, and examine possible opportunities and challenges for Israel, as it restores the warmth of the bilateral relations in previous years. The program is supported through the generosity of the Israel Institute.

What Would the People Say? *Israeli Society and Public Opinion*

The program examines social factors that shape the Israeli domestic arena that command increasing attention, and thereby have an indirect impact on Israel's security concept.

The Struggle for Hearts and Minds *Cognitive Warfare*

The program studies the cognitive arena, a new conflict arena dominated by non-lethal tactics that figure prominent use of mass communications, new media, and social networks. It studies how Israel can combat this new strategic threat while seeking opportunities in the cognitive arena to promote its interests.

A War-torn State on Israel's Border: The Future for Syria *Program on Syria*

This research program is designed to enhance knowledge about events in Syria, while examining possible scenarios for the future of the country and ways to end the civil war. The program is sponsored through the generosity of Sid & Ruth Lapidus.

Striking the Deal
The Center for Applied
Negotiations (CAN)

Featuring senior practitioners who were directly involved in major negotiations and dispute resolution processes, CAN strives to develop creative research and practical tools in the field of conflict resolution and negotiation.

Cyberspace: The Newest
Warfare Domain
Cyber Security

The program addresses cyber-related threats and opportunities, and aims to draft guidelines for a national policy on cyber security and a doctrine of warfare in the cyber realm.

Terrorism, Politics,
and What Lies Between
Terrorism and Low Intensity Conflict

This program studies Israel's ongoing security challenges posed by non-state actors such as Hamas and Hezbollah, and looks at the threat of the Islamic State and other global jihad organizations.

Looking Eastward
Israel-China Relations

The program aims to enhance the knowledge about China's involvement in the Middle East and provide Israeli decision makers with policy recommendations on China. The program is sponsored through the generosity of the Diane & Guilford Glazer Foundation and the Israel Institute.

The Arab Minority in the
Jewish State
Arabs in Israel

This program studies the trends among Israel's Arab population, exploring what can be done to foster a favorable atmosphere and positive relations between the Jewish majority and the Arab minority. The program is sponsored through the generosity of the Jeanette and Joseph Neubauer Foundation.

How Much Can Money Buy?
Economics and National
Security

With the understanding that economics constitute a major component of strategic analysis, the program focuses on the interface between economy, society, politics, and national security. The program is sponsored through the generosity of the Jeanette and Joseph Neubauer Foundation.

Illegitimate Effects
BDS & Efforts to Delegitimize
Israel

While the BDS campaign and academic boycotts have not achieved much success, the threat posed to Israel by these campaigns, along with international efforts to delegitimize Israel, demand proactive measures to quash any potential momentum.

Russia and the European
Continent
Europe and Russia

This program looks at Russia's new drive to regain its status as a leading influential international actor, and focuses on the impact that Moscow's policies have on security and stability in the Middle East and Europe.

The Middle East in Transition
The Arab World

This program looks at the evolving challenges facing today's Arab world through various prisms related to the region, including Sunni vs. Shia, public opinion in the Arab world, and the public discourse in social media, and explores the potential for new Israel-Arab cooperation.

EXECUTIVE TEAM



AMOS YADLIN, *Executive Director*

Maj. Gen. (ret.) Amos Yadlin assumed the position of Director of INSS in November 2011. Following a term as Head of Military Intelligence, he retired from the IDF after more than forty years of service. His previous positions included Deputy Commander of the Israel Air Force, Military Attaché in Washington D.C., and commander of the IDF Military Colleges and National Defense College. He participated in the Yom Kippur War, Operation Peace for the Galilee, and Operation Tammuz – the destruction of the Osirak nuclear reactor in Iraq. Maj. Gen. (ret.) Yadlin has written on national security, Iran, US-Israel relations, intelligence, civil-military relations, and the military ethics of fighting terror.



UDI DEKEL, *Managing Director*

Brig. Gen. (res.) Udi Dekel headed Israel's negotiations team with the Palestinians in the Annapolis process. His last post in the IDF was Head of Strategic Planning in the Planning Directorate of the General Staff. At INSS, his research focuses on decision making processes in Israel, the Israeli-Palestinian political process, and strategic trends in the Middle East.



ORLY HAYARDENY, *Deputy Director for Finance and Development*

Ms. Orly Hayardeny has extensive experience in the financial and business sector. Before joining INSS, she served as Chief Financial Officer at FIBI Holdings Ltd., owner of the First International Bank of Israel (FIBI). She also serves as a director in public and private companies.



ANAT KURZ, *Director of Research*

Dr. Anat Kurz has lectured and published widely on insurgency-related issues, sub-state political organizations, and terrorism as a warfare strategy. Her research focuses on sub-state conflict resolution and the Palestinian national movement, and she is active in Track II talks on the Middle East peace process. She co-edited the annual *Strategic Survey for Israel* (2009-2018).

RESEARCH TEAM



Dr. Liran Antebi

Fields of Expertise:
Military technology;
technology and policy;
asymmetric conflicts; new
horizons of arms control



Shahar Eilam

Fields of Expertise:
BDS and delegitimization of
Israel



Dr. Ephraim Asculai

Fields of Expertise:
Nuclear weapons; Iran; arms
control



Brig. Gen. (ret.) Uzi Eilam

Fields of Expertise:
Israel's decision making
processes; security policy;
nuclear and arms control
policy; Europe and NATO;
nonconventional terrorism



Dr. Yehuda Ben Meir

Fields of Expertise:
Civil-military relations; Israeli
public opinion; Israeli security
policy



Doron Ella

Fields of Expertise:
International institutions;
Chinese foreign policy;
Chinese politics



Brig. Gen. (ret.) Shlomo Brom

Fields of Expertise:
Israeli-Palestinian conflict;
Middle East regional
processes; Israeli security
policy; military balance



Brig. Gen. (ret.) Meir Elran

Fields of Expertise:
Israel's civilian front; social
resilience; socio-military
relations; intelligence



Amb. Dr. Oded Eran

Fields of Expertise:
US-Israel relations; Europe-Israel relations; China; Jordan; Israel's energy and water resources



Dr. Michal Hatuel-Radoshitzky

Fields of Expertise:
International institutions; International state stigmatization; Israel: lawfare and international stature; Palestinians, political process



Dr. Shmuel Even

Fields of Expertise:
Defense economics; intelligence; information warfare; Israel's energy and water resources



Dr. Mark A. Heller

Fields of Expertise:
Middle East regional processes; regional security; the Israeli-Palestinian conflict; the Arab world



Dr. Sarah J. Feuer

Fields of Expertise:
Arab politics; North Africa; Political Islam



Dr. Zipi Israeli

Fields of Expertise:
Media and public diplomacy; socio-military relations; public opinion



Dr. Yoel Guzansky

Fields of Expertise:
Gulf States; Iran; Middle East regional processes; the Arab world



Dr. Ephraim Kam

Fields of Expertise:
Iran; Middle East regional processes; Egypt; intelligence



Brig. Gen. (res.) Dr. Sason Hadad

Fields of Expertise:
Israel: defense economics



Adi Kantor

Fields of Expertise:
Arab states: relations with Europe; Europe; European foreign and security policy; Israel: Europe and NATO



Hadas Klein

Fields of Expertise:
Cyber Security



Dr. Kobi Michael

Fields of Expertise:
Israeli-Palestinian conflict;
Middle East regional
processes; Israeli security
policy



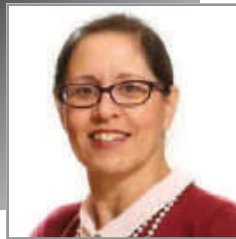
Dr. Emily B. Landau

Fields of Expertise:
arms control; Iran; nuclear
policy and proliferation;
Middle East regional
security; Egypt



Vera Michlin-Shapir

Fields of Expertise:
European foreign and
security policy; Russia, former
Soviet Union



Galia Lavi

Fields of Expertise:
China and the Middle East;
China's foreign policy;
China-Israel relations;
Chinese strategy; US-China
relations



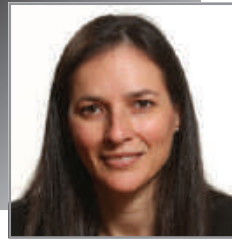
Brig. Gen. (res.) Assaf Orion

Fields of Expertise:
China; military strategy and
doctrine



Dr. Gallia Lindenstrauss

Fields of Expertise:
Turkey; Azerbaijan; ethnic
conflicts



Dr. Carmit Padan

Fields of Expertise:
Crisis management; IDF;
Israel: socio-military relations;
Leadership, Military
leadership; Social resilience



Amb. Zvi Magen

Fields of Expertise:
Russia in the Middle East;
Israel-Russia relations; Middle
East regional processes



Orit Perlov

Fields of Expertise:
Arab social media; public
opinion in Arab states



Yoram Schweitzer

Fields of Expertise:
Terrorism; global jihad;
Islamic fundamentalism; war
on terror



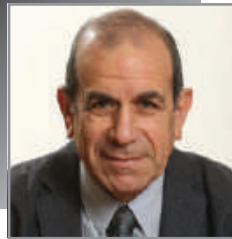
Prof. Gabi Sheffer

Fields of Expertise:
Civil-military relations; socio-
military relations; ethnic
conflicts



Prof. Zaki Shalom

Fields of Expertise:
US-Israel relations; Israeli
security policy; Israeli nuclear
policy; civil-military relations



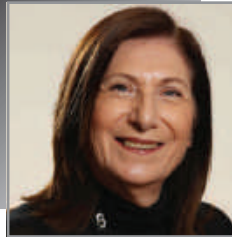
Col. (res.) Adv. Gilead Sher

Fields of Expertise:
Conflict resolution; Israeli-
Palestinian conflict; Middle
East regional processes;
decision making processes



Amb. Daniel Shapiro

Fields of Expertise:
Israel-diaspora relations;
Israel: Palestinians, political
process; Israel: United States;
Middle East: regional security;
US and the political process;
US: Middle East



Sima Shine

Fields of Expertise:
Iran; Israel's international
stature; Israeli intelligence;
Israeli lawfare; Middle East
regional security; Iran's
political campaign and
nuclear program



**Col. (res.) Adv.
Prina Sharvit Baruch**

Fields of Expertise:
International law and national
security; legal dilemmas of
conflict resolution; Israel's
international stature;
delegitimization of Israel



Col. (res.) Dr. Gabi Siboni

Fields of Expertise:
military strategy and
doctrine; civil-military
relations; information
warfare; cyber security



Eldad Shavit

Fields of Expertise:
Arab Spring; Israel: United
States; Middle East: regional
security; US and the political
process; US: arms control;
US: Middle East



David Siman-Tov

Fields of Expertise:
Intelligence; cyber security;
cognitive warfare



Amb. Shimon Stein

Fields of Expertise:
Europe-Israel relations; arms control; US policy in the Middle East



Dr. Carmit Valensi

Fields of Expertise:
Military strategy and doctrine; low intensity conflict; Middle East regional processes



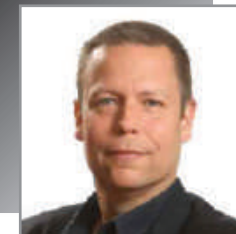
Dr. Ofir Winter

Fields of Expertise:
Khader Sawaed
Israeli-Palestinian conflict; Islamic fundamentalism; Syria; Jordan



Lt. Gen. (ret.) Moshe Ya'alon

Fields of Expertise:
Israel's decision making processes; Israeli security policy; IDF; Israeli civil-military relations; military strategy and doctrine



Dr. Raz Zimmt

Fields of Expertise:
Iran; Iran: Hezbollah and Lebanon; Iran: political campaign and nuclear program

Neubauer Research Associates:



Tomer Fadlon



Itay Haiminis



Dr. Rob Geist Pinfeld



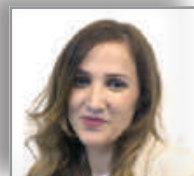
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Representatives of INSS with President Rivlin at the President's Residence in
Jerusalem, January 2, 2017

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