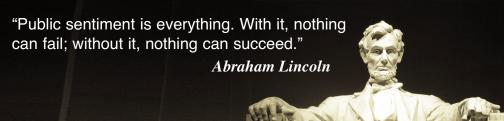


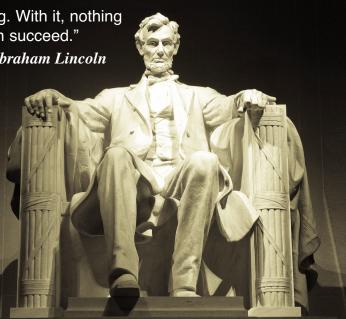
"I am apt to believe that it will be celebrated by succeeding generations as the great anniversary festival. It ought to be commemorated as the day of deliverance by solemn acts of devotion to God Almighty. It ought to be solemnized with pomp and parade, with shows, games, sports, guns, bells, bonfires, and illumination, from one end of this continent to the other, from this time forward forever more. You will think me transported with enthusiasm, but I am not. I am well aware of the toil and blood and treasure that it will cost us to maintain this Declaration and support and defend these States. Yet, through all the gloom, I can see the rays of ravishing light and glory. I can see that the end is more than worth all the means. And that posterity will triumph..." John Adams, July 3, 1776





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# THE AMERICAN SOUL: ONE NATION... DETERMINED TO WIN.

July 4, 2011

# IN CONGRESS. her 4. 1770.

## HAPPY BIRTHDAY, AMERICA!

We hope this greeting finds you well and, regardless of your current personal situation, celebrating your immense good fortune—you're an *American*. As you watch those festive fire-works and listen to the songs of Freedom, remember that even after 235 years, your country remains the world's shining beacon of hope and opportunity. And determination.

As we give thanks with our 25th Independence Day card—and 10th since that fateful day in September 2001—this birthday is just a little bit happier, isn't it? Together, through our political and military institutions—and of course our brave warfighters—we killed the head of the evil we're fighting and kept the faith with those innocent souls who perished on 9/11. In a very real way, we paid honor to that team of United flight 93 heroes, who died winning the first battle of this Long War against radical Islam.

To those holier-than-thou lecturers who claimed it was rude or crass to rejoice the killing of another person, let's remind them: we weren't celebrating an individual's death; rather, we were recognizing the elimination of evil personified. And to make that point, the murderer's body was treated with infinitely more respect than he ever showed the thousands he killed.

This successful operation is about so much more than one egomaniacal, murderous international outlaw. It speaks volumes about The American Soul and our collective resolve. If the world forgot, we reminded it: The American Soul can do anything it puts its mind to. When it matters, we're all in till we win.

While America sometimes inadvertently sends mixed signals, the message here was crystal clear: if you hurt us, we will get you—whatever it takes. And while all of us wish our success here hadn't taken 10 years, the fact that it did serves as an exclamation point to the story of America's determination.

Two presidents, two administrations, two political parties—one objective. Supposedly fickle, divided, short-memory, live-for-the-moment America...stayed together and stayed resolute. Partisans on both sides have much to complain about both men, but we all can be grateful that President Obama and his team fulfilled the commitment made to our hurting countrymen by President Bush in September 2001: "Whether we bring our enemies to justice, or bring justice to our enemies, justice will be done."

"Winning"—despite Charlie Sheen's corruption of that word—still has a nice ring to it. A ring that's been dulled by recent events, and sometimes coverage of recent events. It's ok to say, as The Wall Street Journal recently did, we won in Iraq, we're winning against al Qaeda, and if we keep our focus, we will leave Afghanistan with both countries, Afghanistan and the United States, winners.

Don't be fooled, this Long War against radical Islam won't be over even with these triumphs, and *they* win when we become

complacent. The enemy is much more cunning and patient than we give it credit for. But it's been a hard 10 years, and we have every right—in fact it's a duty to the fighting men and women who sacrifice so much—to celebrate each battle's victory.

Moreover, "winning" is a word that's represented America for generations. The struggles of the last decade don't diminish that status; rather, they enhance it. After all we've been through on the battlefield and in the economy, we still punch back—and hit hard. Today's generation of leaders, both in the military and business, still accept nothing less than victory.

Nor should we. As President George H. W. Bush once said, America is more than just another country on the roll call of the United Nations. Those among us who discount this American exceptionalism do an insulting dishonor to The American Soul and all who helped create it. No other nation—ever—has been the most powerful and simultaneously most compassionate, while still, after more than 200 years, demonstrating a can-do idealism that provides the greatest opportunities for economically-upward mobility anywhere in the world.

American business survives because of this determined stick-to-it-tiveness. We all know the last several years haven't been the easiest; the next few likely won't be either. But a business colleague, Cathy Bracken, recently observed, "They say baseball is our great national pastime and you've got nine innings to win, but Americans won't accept defeat...we just keep going into extra innings till we win." As good friend Karyn Stancy's Dad would say, "Find a way to win."

That's what American business does...that's what The American Soul does. So reflect and enjoy this incredible day, America—once again, you won! And—as long as you stay true to your ideals of individual responsibility and freedom—you will always win.

May God always bless the United States of America...may God always bless The American Soul.



HAPPY INDEPENDENCE DAY!

Polly, Lindsay & Steve Kaufman with Minnie the Magnificent Chi-Mutt