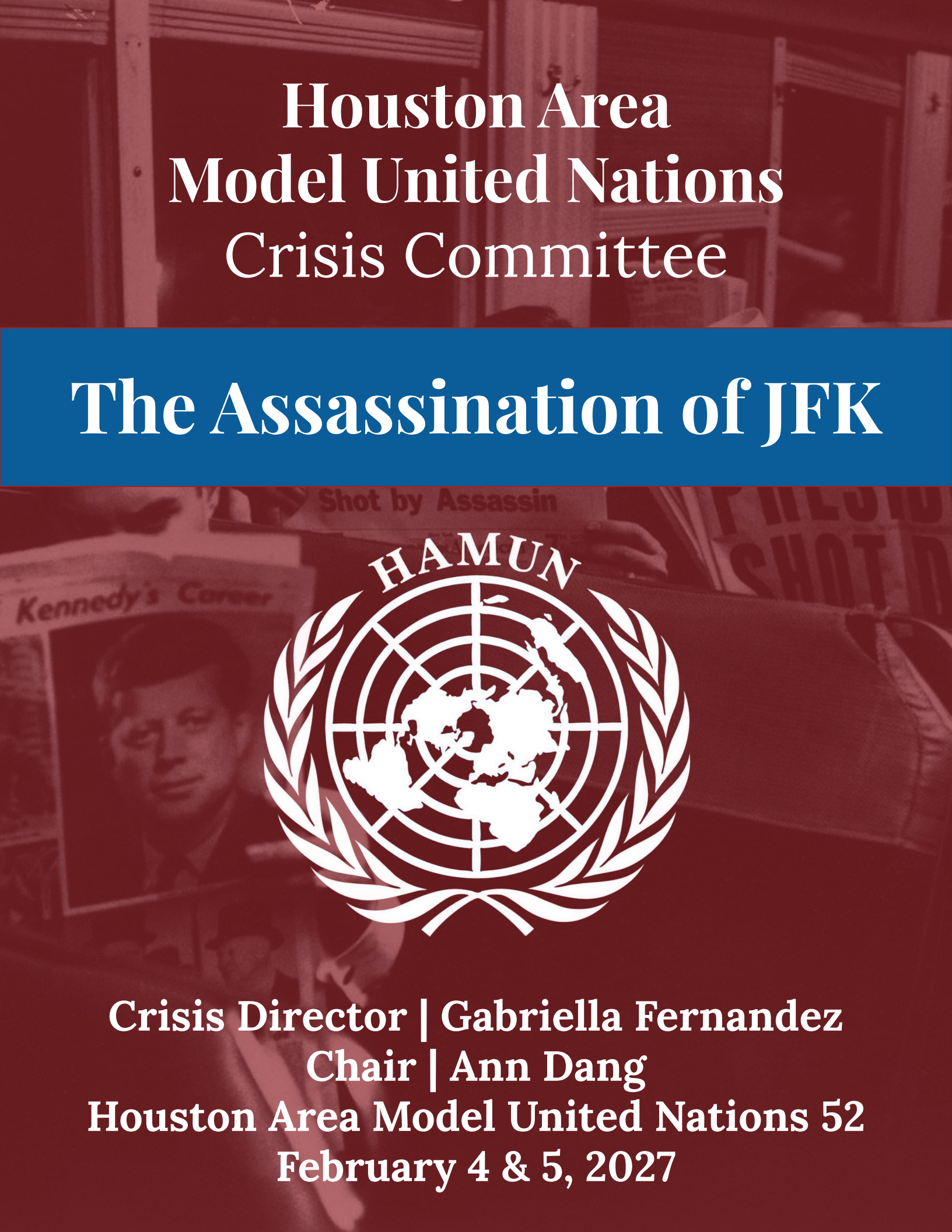
Houston Area Model United Nations
Crisis Committee

The Assassination of JFK



HAMUN

Crisis Director | Gabriella Fernandez
Chair | Ann Dang
Houston Area Model United Nations 52
February 4 & 5, 2027

Crisis Director Letter

Dear Delegates,

My name is Gabriella Fernandez, and I recently graduated from the University of Houston as part of the Class of 2026. I earned a B.S. in Political Science with a minor in Phronesis. I plan to attend law school next year and become an international lawyer.

I began participating as a delegate in United Nations models in middle school in the Dominican Republic, where we had a few committees and a lot of competition. Since then, I found myself loving UN models as a delegate and as a staff member. I've been a delegate in more than ten UN models where I made incredible relationships, worked on my public speaking ability, and increased my research skills. I started staffing HAMUN in 2024 and, since then, have loved staffing and helping students develop essential skills and world knowledge.

This year, I'll be the Crisis Director for the Assassination of JFK crisis committee. The historic event was a pivotal turning point in American politics, media, and public trust. The sudden death of an admired young president was a uniquely immediate and shocking experience that defined the rest of the 20th century in the United States. Given this context, I'm really interested in leading this committee and observing the many decisions that delegates can make.

I'm very excited for this conference, and can't wait to see how the JFK assassination crisis committee will turn out. Get ready to embody your character and be ready for the many ups and downs that the committee can bring. To truly enjoy HAMUN, it is important to be educated in your topic, make a game plan, learn about your character, and, at the end of the day, have fun. I can't wait to see all of you and have an amazing conference. See you soon and good luck!

Gabriella Fernandez
Crisis Director of The Assassination of JFK
gfernanadezm12003@gmail.com



Chair Letter

Delegates,

Welcome to the 52nd Annual HAMUN, and the best crisis committee, Assassination of JFK!

My name is Ann Dang, and I will be serving as your chair! I am a sophomore at Rice University in the School of Engineering. In high school, I was one of the first members of my school's Model UN (and later Vice President)! I went to several conferences as a delegate, and I loved the open discussion and opportunity to meet new people HAMUN offered. I'm excited to be back again–this side on the other side of the table–and I can't wait to meet you all.

As scary as it seems, HAMUN is a great way to explore your interests and push yourself out of your comfort zone. Research something new, give a speech, talk to someone you don't know! HAMUN only comes once a year, and I encourage you to make the most of it.

My advice for delegates is always raise your hand (or your placard, depending). Shoot your shot, even if you're not sure or you don't have something prepared. You're unlikely to meet a lot of these people again, and even so, everyone messes up. Good luck, you've got this!

Ann Dang
Chair of The Assassination of JFK
ad277@rice.edu



Background Information

1960 U.S. PRESIDENTIAL ELECTION

In the 1960s, issues with the Cold War, civil rights, and new challenges to America's global influence were top of mind as the presidential election approached. Leading up to the election, Eisenhower's exit after two terms in the White House prompted both parties to take new courses. For the Republican Party, Eisenhower's Vice President, Richard Nixon, faced little opposition in becoming the presidential nominee. In the Democratic Party, John F. Kennedy, despite his relative inexperience compared to other nominees and his Catholic background, became the party nominee after his strong performance in the 1960 Democratic primaries.

As running mates, Kennedy selected the US Senator from Texas, Lyndon B. Johnson, and Nixon selected UN Ambassador Henry Cabot Lodge Jr. In the end, the presidential election resulted in a narrow margin. Kennedy won the Electoral College with 303 to 219 and the popular vote by a margin of 0.17 percent. Kennedy was the first person born in the 20th century, the youngest person (at 43 years old), and the first Catholic to be elected president.



POLITICAL CLIMATE

Government Coalition

After Kennedy's small margin of victory, Congress was mostly dominated by a conservative coalition of Northern Republicans and Southern Democrats. The coalition controlled key congressional committees and made up the majority in both houses of Congress during Kennedy's administration.

Additionally, it would often block Kennedy's bold initiatives, such as federal aid to education, medical aid for the aged, aid to economically depressed areas, and, especially, anything related to civil rights. This meant that the president could not pass legislation through a Democratic majority and needed to earn votes from the Republican majority for many bills to pass.



Civil Rights

In 1961, when JFK became president, African Americans faced significant discrimination both in the South and the North. Throughout the South, they were denied the right to vote, barred from public facilities, subjected to violence such as lynchings, and could not expect justice from the courts. Similarly, in the North, they were facing discrimination in housing, employment, education, and other areas. By the 1960 presidential election, civil rights had become a major concern throughout the United States.

A few weeks before the election, Martin Luther King Jr. was arrested while leading a protest in Atlanta, Georgia. JFK and Robert Kennedy had personally intervened in order to help secure his release. As a result, this led to the public endorsement of the civil rights leader's father, Martin Luther King Sr. Across the nation, almost 70% of African Americans voted for Kennedy, which provided a winning edge in several key states.





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When JFK took office in 1961, many African Americans had high expectations of the new administration. Nonetheless, the president's small working margin in Congress made him reluctant to push too hard for civil rights legislation, for fear of losing southern support. Yet, he still appointed many African Americans to high-level positions within his administration and strengthened the Civil Rights Commission.

On August 28, 1963, a few months before the assassination, more than 250,000 Americans demonstrated for social, racial, and economic justice in the **March on Washington for Jobs and Freedom**. Initially, concerned about the potential impact on the pending civil rights legislation, JFK did not support the march. However, seeing how successful the march was, he invited civil rights leaders to the White House to discuss bipartisan support for civil rights. The Kennedy Administration had worked to build up a civil rights bill that was endorsed by the House and Senate. It was passed before JFK's assassination, leaving the bill in the hands of Lyndon B. Johnson.



The Cold War

After World War II, the United States and its former ally, the Soviet Union and its satellite states, began a decades-long struggle for supremacy, characterized by political maneuvering, military coalitions, espionage, propaganda, arms buildup, economic aid, and proxy wars, called the Cold War.

John F. Kennedy was the first American president born in the 20th century, so throughout his whole political career, the Cold War and the arms race were vital issues. In his inaugural address, he stressed the contest between the free world and the communist world; he pledged that the American people would **"pay any price, bear any burden, meet any hardship, support any friend, oppose any foe to assure the survival and success of liberty."**



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Cuba

Closer to home, in the Caribbean nation of Cuba, the pro-communist Cuban resistance movement led by Fidel Castro took down the pro-American, authoritarian government of Fulgencio Batista in 1959. Soon after the revolution, Cuba became economically and militarily dependent on the Soviet Union, which threatened U.S. national security. This gave the American government a reason to meddle in Cuba to avoid the spread of communism by any means.



One of these occurrences was the infamous **Bay of Pigs Invasion**, where Cuban exiles were trained to invade their homeland, overthrow Castro's government in Cuba, and establish an anti-communist government friendly to the United States. The plan failed when, on April 17, 1961, 1,400 exiles landed in Cuba's Bay of Pigs, and the entire force was either killed or captured. Kennedy took full responsibility for the operation's failure, which undermined American power over the Western world.



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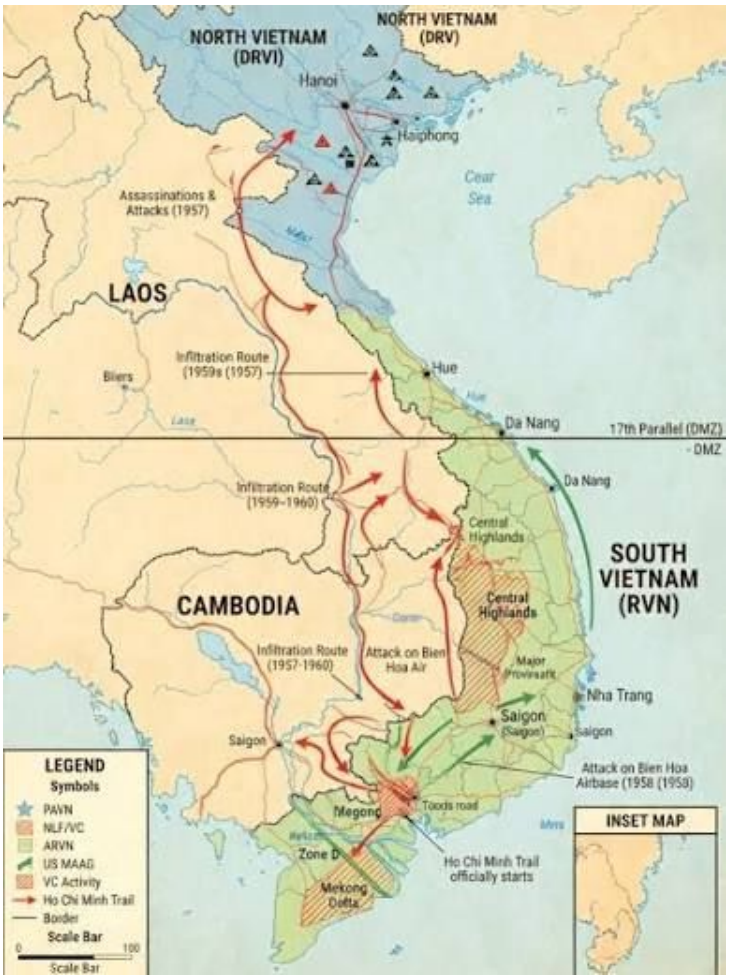
Tensions with Cuba kept rising until they reached their climax at the **Cuban Missile Crisis**. In October 1962, an American spy plane secretly photographed nuclear sites being built by the Soviet Union in Cuba. After many meetings, Kennedy decided to place a naval blockade around Cuba to prevent the Soviets from bringing any supplies and demanded the complete removal of missiles from the island.

By October 22, the public became aware of the missile crisis and, for days, the world waited for a resolution on the brink of nuclear war. In the end, both Kennedy and Soviet leader Nikita Khrushchev publicly agreed that the missile sites would be dismantled in exchange for the US not invading Cuba. However, the Soviet Union did not stop expanding its military arsenal. The missile crisis was over; the arms race was not.



Vietnam

After WWII, Vietnam was partitioned into Communist North Vietnam and non-Communist South Vietnam by the Geneva Accord of 1954. The United States supported the South Vietnamese government and its leader, Ngo Dinh Diem, to prevent the unification of a Communist-controlled Vietnam. Eventually, northern guerrilla forces, supported by the Communist government of North Vietnam, initiated a series of attacks in South Vietnam.



Initially, Eisenhower's administration sent over 700 military personnel to stop the spread of communism in Vietnam in 1955. When Kennedy took office, he accelerated American aid and increased the number of American military advisers to more than 16,000.

In September 1963, when Vietnam's situation was not improving, JFK said in an interview with Walter Cronkite, "In the final analysis, it is their war. They are the ones who have to win it or lose it. We can help them, we can give them equipment, we can send our men out there as advisers, but they have to win it, the people of Vietnam, against the Communists... But I don't agree with those who say we should withdraw. That would be a great mistake... [The United States] made this effort to defend Europe. Now Europe is quite secure. We also have to participate—we may not like it—in the defense of Asia."

A few days before JFK's assassination, the government of South Vietnam was overthrown, which had the approval of the administration following the lack of stability of Diem's government. After Kennedy's death, many wondered what the next steps in Vietnam were.

DALLAS, TEXAS

Ahead of the 1964 U.S. presidential election, President Kennedy planned a multi-city political tour in Texas to build support for a reelection and to mend relationships in the Democratic Party. JFK needed to secure Texas and its high electoral vote, making it a critical state for the anticipated election. Additionally, Kennedy was aware of the political tensions in Texas and aimed to present a unified Democratic front ahead of the election.

After stopping in San Antonio, Houston, and Fort Worth, Kennedy and his wife Jackie flew to Dallas' Love Field on the morning of November 22. They were greeted by a large mass of Texans and by Governor John Connally and his wife Nellie. The Kennedys and Connallys sat in a motorcade together, followed behind by Vice President Johnson and his wife, ready for a ten-mile route through downtown Dallas on the way to Trade Mart where the President was scheduled to give a speech.

On the way, hundreds of supporters lined the streets and waved at the Kennedys. As the presidential motorcade turned to Dealey Plaza and made its way down the road, shots were fired. The bullets hit Kennedy's neck and head, and the governor was shot in the back. The driver quickly sped off to the Parkland Memorial Hospital, but by 1:00 pm, John F. Kennedy was pronounced dead. His body was brought to Love Field and placed in an Air Force One on its way to Washington, D.C. Before the plane took off, Lyndon B. Johnson took the oath of office at 2:38 pm.



Johnson Takes Nation's Helm, Pages 4 and 5

The Dallas Morning News

John F. Kennedy Life History, Pages 16 and 17

VOL. 115—NO. 54 DALLAS, TEXAS, SATURDAY, NOVEMBER 23, 1963—50 PAGES IN 4 SECTIONS PRICE 5 CENTS

KENNEDY SLAIN ON DALLAS STREET

JOHNSON BECOMES PRESIDENT

Receives Oath on Aircraft

By ROBERT E. BASKIN
Washington Bureau of The News

In a solemn and sorrowful hour, with a nation mourning its dead President, Lyndon B. Johnson Friday took the oath of office as the 36th chief executive of the United States.

Following custom, the oath-taking took place quickly—only an hour and a half after the assassination of President Kennedy.

Federal Judge Sarah T. Hughes of Dallas administered the oath in a hurriedly arranged ceremony at 2:39 p.m. aboard Air Force 1, the presidential plane that brought Kennedy on his ill-fated Texas trip and on which his body was taken back to Washington.

Mrs. Johnson and Mrs. Kennedy, her stocking still flecked with blood from the assassination, flanked the vice-president as he raised his right hand in the forward compartment of the presidential jetliner at Love Field. About 22 White House staff members and friends were present as Johnson intoned the familiar oath:

"I do solemnly swear that I will perform the duties of President of the United States to the best of my ability, and defend, protect and preserve the Constitution of the United States."

The 55-year-old Johnson, the first Texan ever to become President, turned and kissed his wife on the cheek, giving her shoulders a squeeze. Then he put his arm around Mrs. Kennedy, kissing her gently on her right cheek.

Mrs. Kennedy, in tears, was wearing the same bright pink suit she wore on the fatal ride, a ride in which she

Lyndon B. Johnson

Gov. Connally Resting Well

By MIKE QUINN

Gov. John Connally — killed Friday by a sniper's bullet in the back—rested in "quite satisfactory" condition late Friday night at Parkland Hospital following nearly four hours of surgery in the afternoon.

An aide said Connally regained consciousness after the operation and resting comfortably following the incident which claimed President Kennedy's life.

Meanwhile, Dr. Tom Shires, chief of surgeons at University of Texas Southwestern Medical School, also currently hospitalized a fatal wound.

Impact Shattering To World Capitals

By the Associated Press

Word of President Kennedy's assassination struck the world's capitals with shattering impact, leaving heads of state and the

Pro-Communist Charged With Act

A sniper shot and killed President John F. Kennedy on the streets of Dallas Friday. A 24-year-old pro-Communist who once tried to defect to Russia was charged with the murder shortly before midnight.

Kennedy was shot about 12:30 p.m. Friday at the foot of Elm Street as the Presidential car entered the approach to the Triple Underpass. The President died in a sixth-floor surgery room at Parkland Hospital about 1 p.m., though doctors said there was no chance for him to live when he reached the hospital.

Within two hours, Vice-President Lyndon Johnson was sworn in as the nation's 36th President inside the presidential plane before departing for Washington.

The gunman also seriously wounded Texas Gov. John Connally, who was riding with the President.

Four Hours in Surgery

Connally spent four hours on an operating table, but his condition was reported as "quite satisfactory" at midnight.

The assassin, firing from the sixth floor of the Texas School Book Depository Building near the Triple Underpass sent a Mauser 6.5 rifle bullet smashing into the President's head.

An hour after the President died, police hauled the 24-year-old suspect, Lee Harvey Oswald, out of an Oak Cliff movie house.

He had worked for a short time at the depository, and police had encountered him while searching the building shortly after the assassination. They turned him loose when he was identified as an employe but put out a pickup order on him when he failed to report for a work roll call.

He also was accused of killing a Dallas policeman, J. D. Tippit, whose body was found during the vast manhunt for the President's assassin.

Oswald, who has an extensive pro-Communist background, four years ago renounced his American citizenship in Russia and tried to become a Russian citizen. Later, he returned to this country.

Friendly Crowd Cheered Kennedy

Shockingly, the President was shot after driving the length of Main Street through a crowd termed the largest and friendliest of his 2-day Texas visit. It was a good-natured crowd that surged out from the curbs almost against the swiftly moving presidential car. The protective bubble had been removed from the official convertible.

Mrs. Connally, who occupied one of the two jump seats in the car, turned to the President a few moments before and remarked, "You can't say Dallas wasn't friendly to you."

At Fort Worth, Kennedy had just delivered one of the most well-received speeches of his ca-

CONTINUED ON PAGE 2.

FUNERAL FOR PRESIDENT WILL BE HELD ON MONDAY

WASHINGTON (AP)—President Kennedy's funeral will be held Monday at St. Matthews Roman Catholic Cathedral, the

John F. Kennedy

GRAY CLOUDS WENT AWAY

Day Began as Auspiciously As Any in Kennedy's Career

(Robert E. Baskin, chief of the Washington Bureau of The News, was one of two persons representing the press who rode in the car which carried the President. This is a personal account of what happened.)

By ROBERT E. BASKIN

out with a text reaching his hands with hundreds of persons along the

Then the last journey began. The big open Lincoln car moved out smoothly, carrying

agreed it was one of the most cordial receptions the President had received to give a whole.

Buoyed by the cheers of the crowds on Main Street, our motorcade moved on past the courthouse. Then came the approach to the Triple Underpass,

Timeline of Events

November 1960: John F. Kennedy, a young Catholic Democrat, narrowly beats the former Vice President Richard Nixon in the presidential election.

April 1961: The Bay of Pigs Invasion fails, and tensions rise in the Cold War

August 1961: The Berlin Wall is built overnight to stop the mass migration of East Germans going to West Berlin.

October 1962: The Cuban Missile Crisis brings the United States and the Soviet Union to the brink of nuclear war

August 1963: The March on Washington and Martin Luther King Jr.'s famous "I Have a Dream" speech.

November 1, 1963: The President of South Vietnam, Ngo Dinh Diem, is overthrown and killed in a coup.













November 21, 1963: Kennedy and his wife, Jacqueline "Jackie" Kennedy, fly to Texas for a multi-city trip to promote Democratic unity ahead of 1964.

November 22, 1963, at 11:30 am: The Kennedys land at Love Field in Dallas and are greeted by a mass crowd of Texans and press.

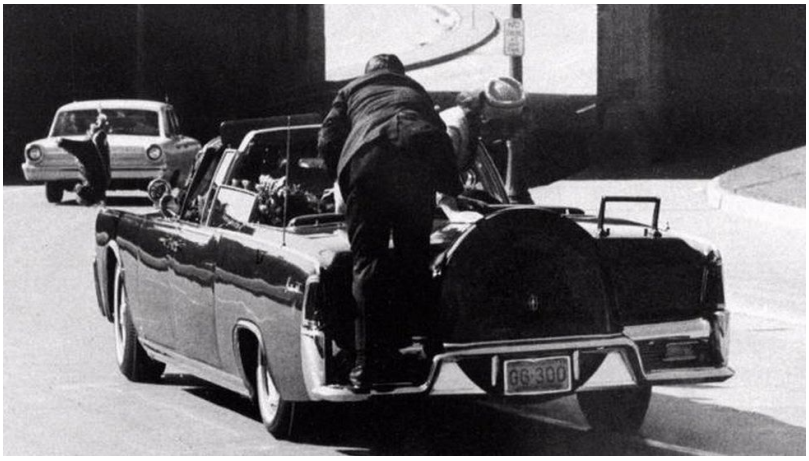
November 22, 1963, at 11:45 am: The Kennedys join Texas Governor John Connally, and his wife, Nellie, in an open-air motorcade. Vice President Johnson and his wife ride in another motorcade nearby.

November 22, 1963, at noon: The motorcade approaches Dallas and passes through crowds of over 150,000 people.

November 22, 1963, at 12:29 pm: As the Kennedy's motorcade enters Dealey Plaza, Nellie Connolly tells the president, "Mr. President, you can't say Dallas doesn't love you."

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November 22, 1963, at 12:30 pm: A bullet strikes JFK in the back while he waves to the crowds, followed by a second shot to the back of the head.



November 22, 1963, at 1:33 pm: The assistant to the White House press secretary announces the president's death, which is reported by the press in real time.



November 22, 1963, at 2:38 pm: Lyndon B. Johnson is sworn in as president on JFK's Bible while standing in a cramped Air Force One plane with Jackie Kennedy and his wife.


The Pittsburgh Press

FINAL Latest Stocks

VOL. 80, No. 151 FRIDAY, NOVEMBER 22, 1963 WEATHER—Warm. 52 Pages—7 Cents

PRESIDENT KENNEDY SLAIN BY ASSASSIN

Shot In Dallas; Johnson Sworn In

By MERRIMAN SMITH

DALLAS, Nov. 22 (UPI) — President Kennedy was assassinated today in a burst of gunfire in downtown Dallas.

Texas Gov. John Connally was shot down with him.

The President, cradled in his wife's arms, had been taken in his blood-spattered limousine to Parkland Hospital and placed in an emergency room.

An urgent call went out for neurosurgeons and blood.

A Dallas policeman was slain chasing an assassination suspect into a theater. The suspect was seized.

November 22, 1963: The present situation starts as soon as LBJ landed in Washington D.C. at 6:00 pm.

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Committee Brief

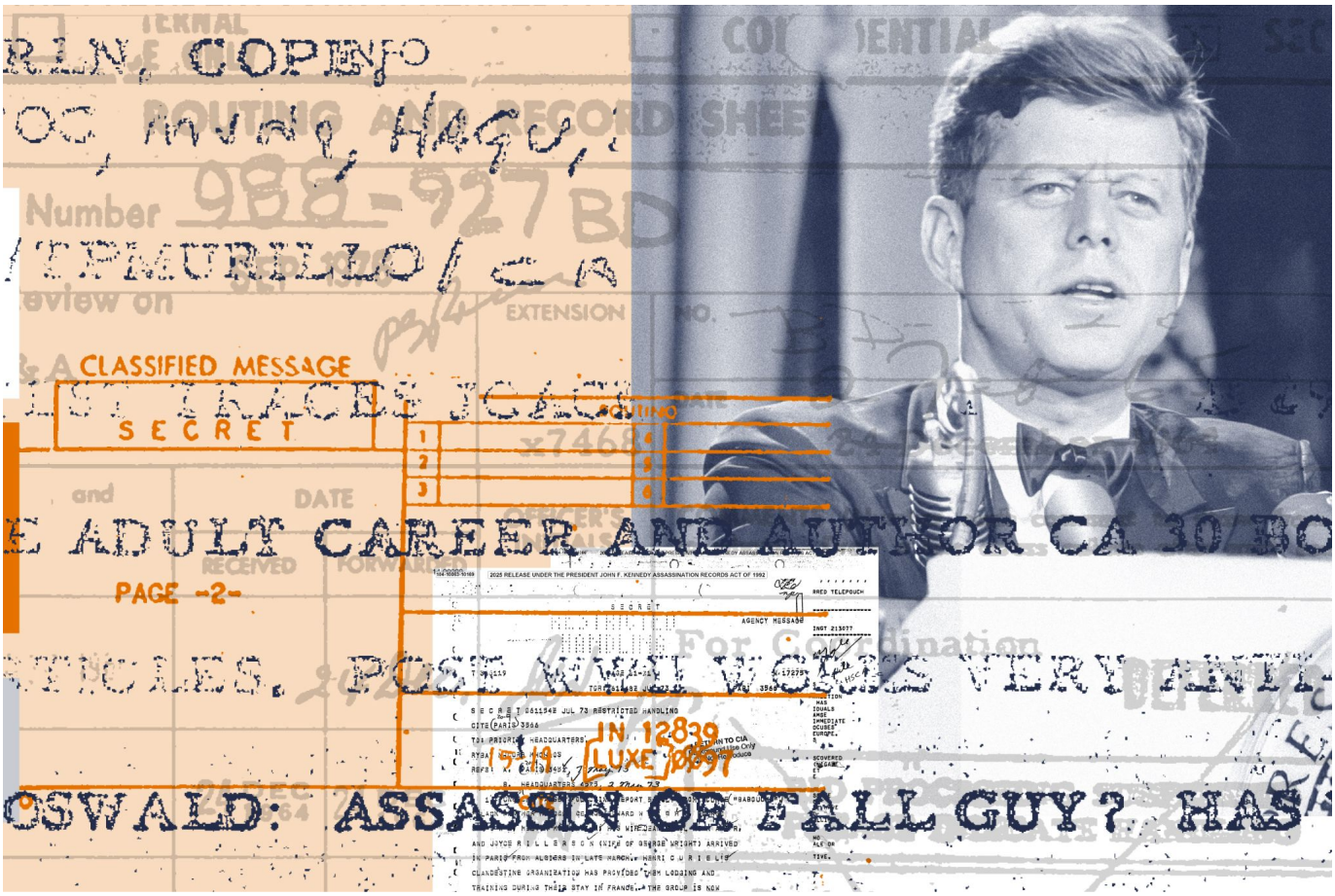
On November 22, 1963, John F. Kennedy was assassinated while riding in a motorcade in Dallas, Texas. A few hours later, Vice President Johnson was sworn in as president, and Kennedy's body was transported to the capital. By the following hours, the country is reeling and demanding answers minute by minute, and the investigation is just beginning. Kennedy's presidency was defined by the various events throughout the years and the volatility they brought. Events such as the continuing civil rights tensions, the failure of the Bay of Pigs Invasion, the growing war in Vietnam, and the Cold War rivalry with the Soviet Union looming large on the international stage with the ever-present threat of nuclear conflict created a presidency marked by pivotal struggle for both social progress and international stability. Now, the country's future is uncertain.

The committee does not represent a single body such as a cabinet, agency, or legislature. It functions as an *ad hoc emergency body* convened during the disorienting hours after the president's assassination, made up of cabinet members, intelligence officers, foreign diplomats, military leadership, congressional figures, journalists, and prominent private citizens. Given the assassination, the unexpected change in power, and the living Cold War threat, these individuals, who would under normal conditions be working separately, are compelled to come together to define the events after the crisis.

It is within this committee that individuals will decide the course that the United States should follow from the present events of the investigation to the future of the country as a superpower.

Your Goals

- Find the assassin through the collection of evidence, witnesses, and other means necessary.
- Prevent international escalation and protect the country's international image.
- Determine the fate of domestic politics and Kennedy's unfinished agenda.
- Manage the public narrative of the crisis' events.



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Characters

JACQUELINE “JACKIE” KENNEDY



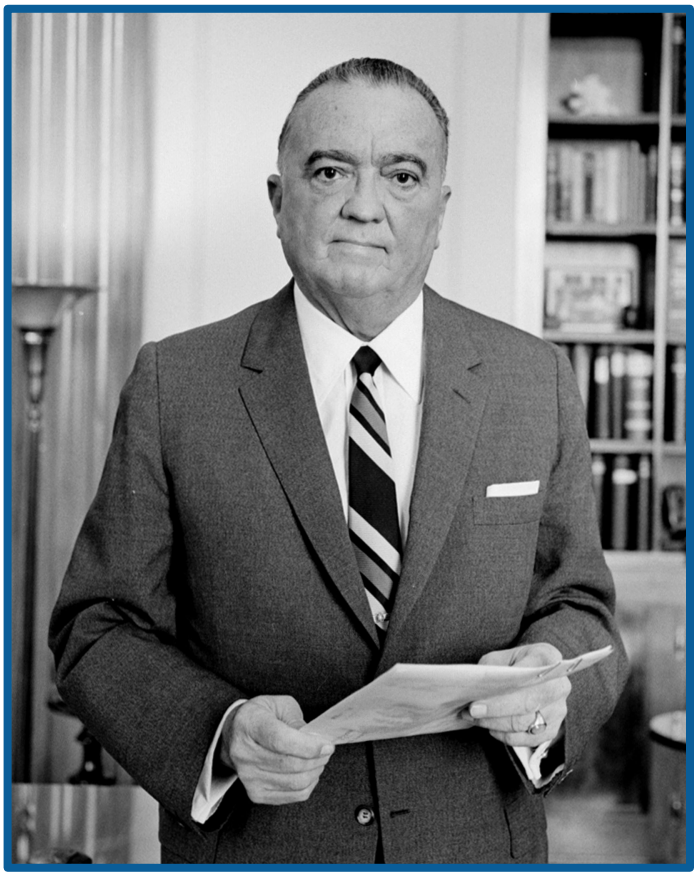
First Lady of the United States and the wife of President John F. Kennedy, she has become the public face of the administration's style and cultural diplomacy, accompanying the president on state visits and reshaping the White House as a mirror of the American arts. She traveled with President Kennedy to Dallas on November 22, 1963, riding in the open limousine through Dealey Plaza. Her strong presence in Texas was meant to help shore up Democratic support in a state where the Kennedy-Johnson ticket remains politically fragile.



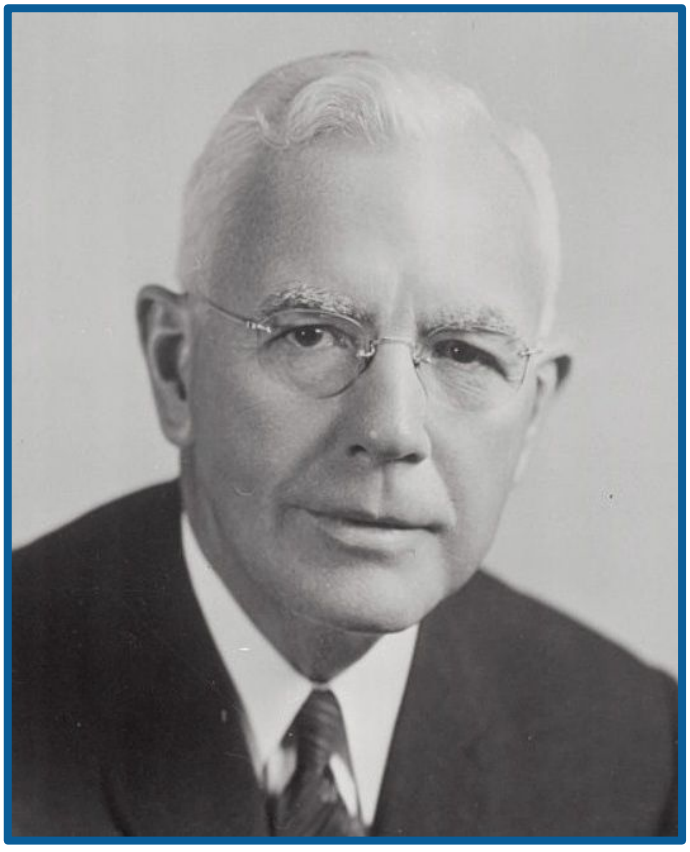
ROBERT F. KENNEDY

John F. Kennedy’s younger brother and closest political confidant, he was appointed Attorney General of the United States on January 21, 1961. He had direct authority over many agencies, such as the FBI and DOJ, plus deep relationships across law enforcement. His calm demeanor and ability to negotiate under pressure were crucial during the many crises of JFK’s presidency. JFK’s legacy and the administration's credibility are of the highest importance; therefore, the investigation and future of the country can’t be butchered.

J. EDGAR HOOVER



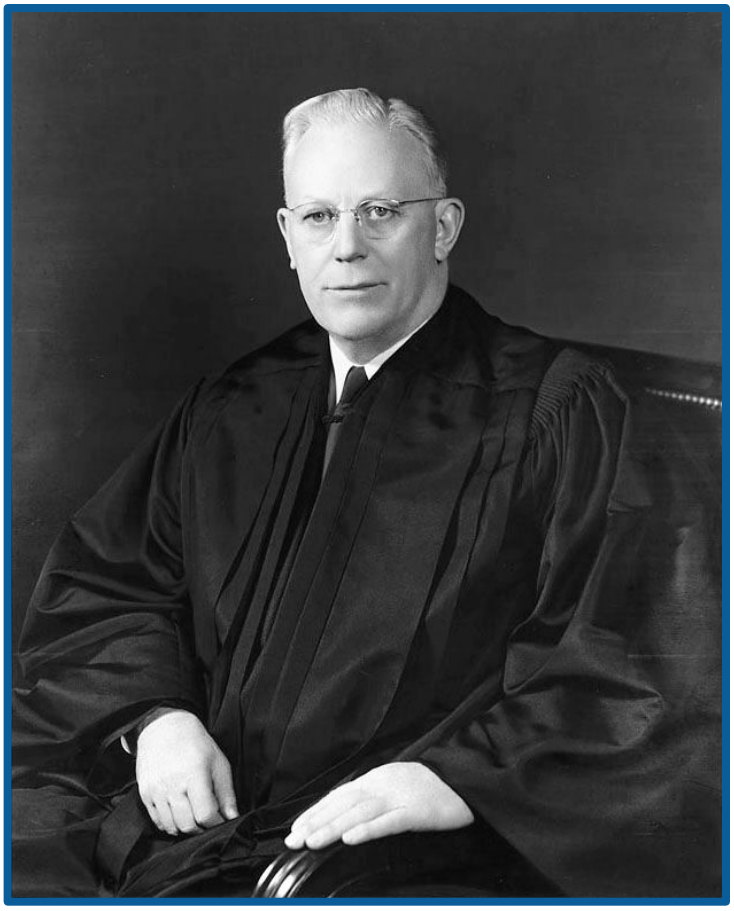
The powerful head of the FBI, Hoover has maintained that position since 1935. With enormous institutional power and influence through surveillance files of public and private citizens, he protects the institution's reputation by asserting FBI control over the case and what gets officially confirmed. His power is both bureaucratic and informational through the resources he himself built.



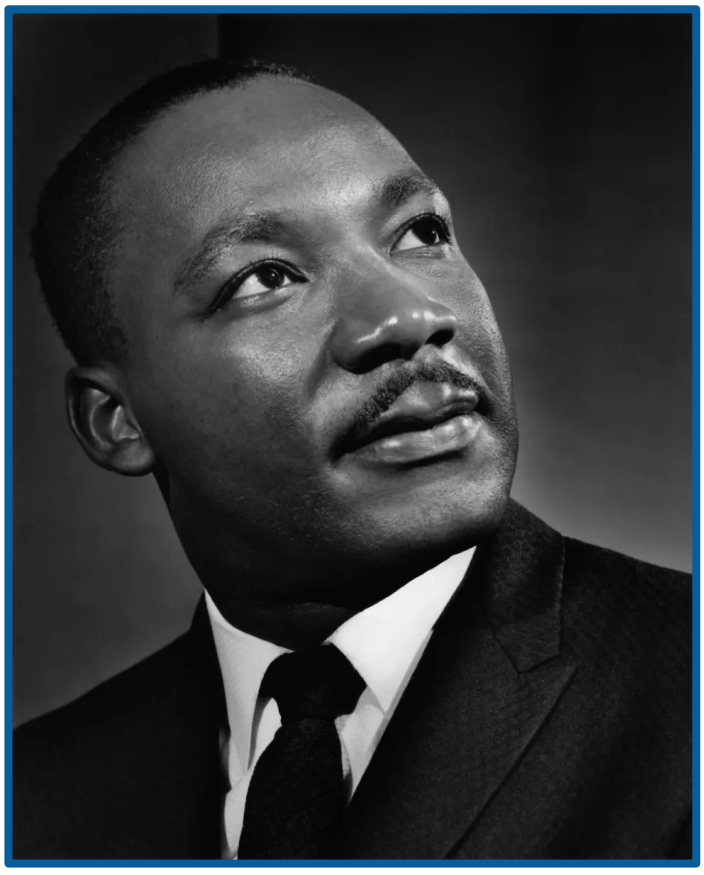
JOHN McCONE

After the disaster of the Bay of Pigs Invasion, Kennedy quickly replaced the director of the CIA with McCone in November 1961. A Republican businessman who oversaw the agency's covert operations, estimates on the Soviet Union, and reports on Cuba and Vietnam. He briefed the President during the Cuban Missile Crisis and remains responsible for the intelligence on Castro.

EARL WARREN



Chief Justice of the United States since 1953; he leads a Court that has already reshaped civil rights and criminal procedure, most notably through Brown v. Board of Education, and he is viewed with hostility by many Southern Democrats. He is not a Kennedy intimate, but he has a reputation for seeking consensus on politically explosive cases. Any commission he might head would carry the weight of the highest Court in the land.



MARTIN LUTHER KING JR.

President of the Southern Christian Leadership Conference and the most visible leader of the nonviolent civil rights movement, he delivered the “I Have a Dream” speech at the March on Washington in August 1963 and has kept pressure on the White House for a strong civil rights bill. Kennedy’s support has been cautious because of the conservative coalition in Congress, though the administration helped secure King’s release in 1960. King had criticized the pace of federal action while still treating the Kennedys as necessary allies. His movement's momentum keeps growing.

MERRIMAN SMITH

On the day of the assassination, Smith was the main United Press International (UPI) reporter in Dallas during the president's visit. He traveled in a motorcade close to the president and, when he saw the shots fired, he immediately reported the events to UPI. His proximity to the actual event and fast wire access gave him the chance to set the public narrative of events and control what was reported.

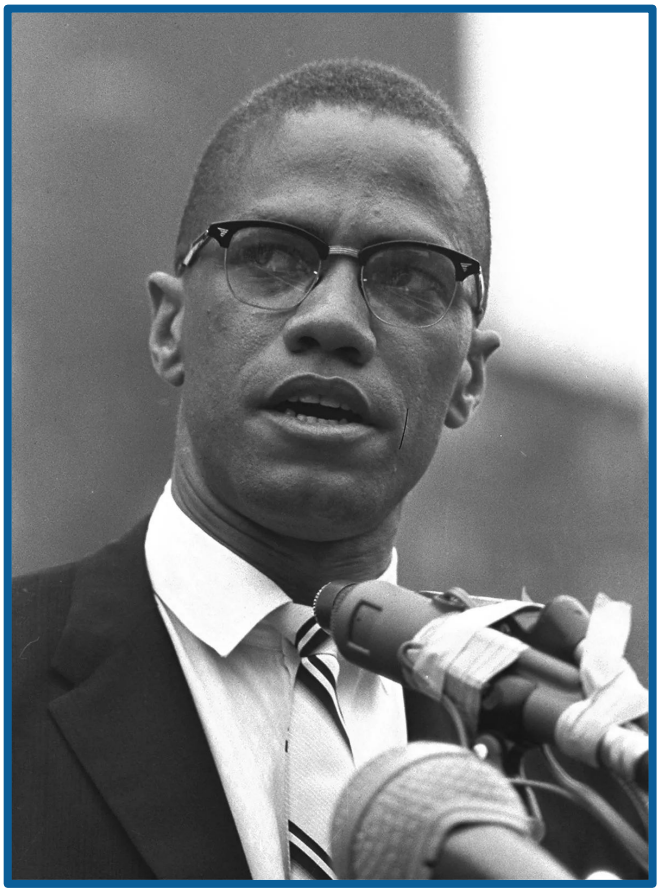




WALTER CRONKITE

Journalist and pioneer of American television news programs, he is the anchor of CBS Evening News with Walter Cronkite. Renowned for his integrity and professionalism, he became highly regarded as "the most trusted man in America." Cronkite's words are listened in every American household, and many tune into his show daily; thus, he can control how the public is experiencing the unfolding crisis at hand.

MALCOLM X



A prominent civil rights leader, Malcolm X became a prominent figure in the Nation of Islam by promoting self-determination and racial pride. His philosophy operates independently, and sometimes in tension, with most mainstream civil rights leaders. His precise and unapologetic rhetoric resonates powerfully with many African Americans who have felt disillusioned with the slow progress of the civil rights movement. With a strong, blunt voice, he provokes strong reactions from the press, government, and the public alike.



DEAN RUSK

As Secretary of State, Rusk must manage the international repercussions of the crisis. During the Cold War, reassuring allies and preventing adversaries from perceiving American weakness could define the future of the United States. Through diplomatic lines and communication with foreign governments, Rusk is a calm figure who balances the rising Cold War risks and reassures international allies.

ROBERT S. McNAMARA

U.S. Secretary of Defense under President Kennedy and one of his closest advisors when it came to national security concerns. McNamara was deeply involved with the decision-making in many Cold War events, including the Cuban Missile Crisis. He has access to major military and intelligence resources that allow him to protect national security amid the crisis.

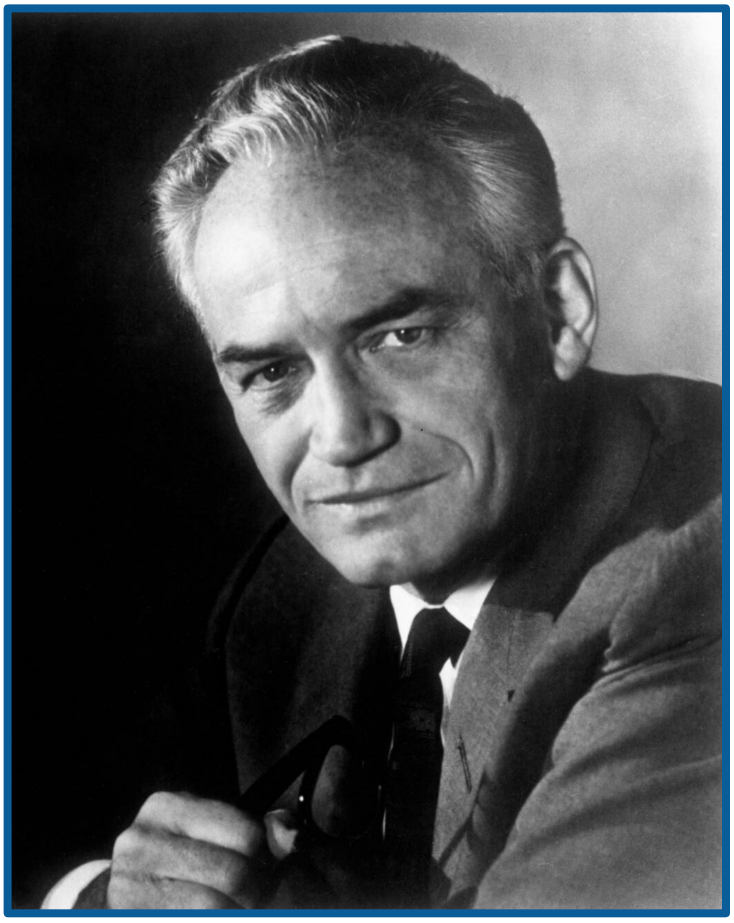




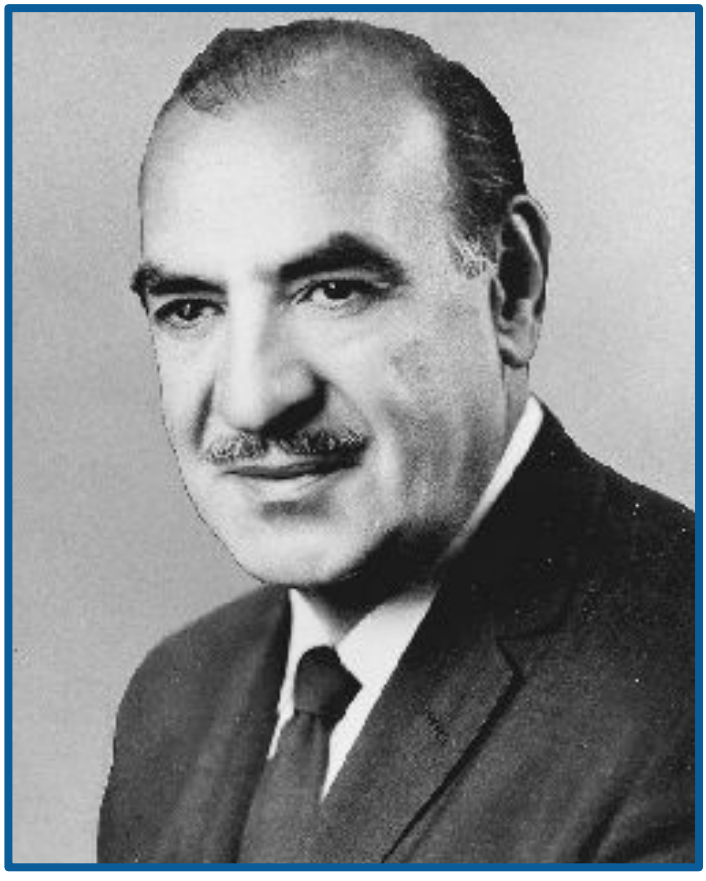
ADLAI STEVENSON II

An enormously popular public speaker and the U.S. Ambassador to the United Nations, his charisma and eloquence made him highly influential and an effective communicator of American values internationally. Through diplomatic efforts in the complex geopolitical landscape, Stevenson must protect American international credibility and prevent any confrontation with the Soviet Union.

BARRY GOLDWATER



Republican senator from Arizona and the leading critic of the Kennedy administration; he opposes the civil rights bill, federal social programs, and what he calls the insufficient toughness toward the Soviet Union and Cuba. By late 1962, he is the clear front-runner for the 1964 Republican nomination; his movement draws energy from the same Sun Belt and Southern discontent visible in Dallas. He is not implicated in operational politics around the visit, but his rise defines the right-wing climate the trip was meant to address.

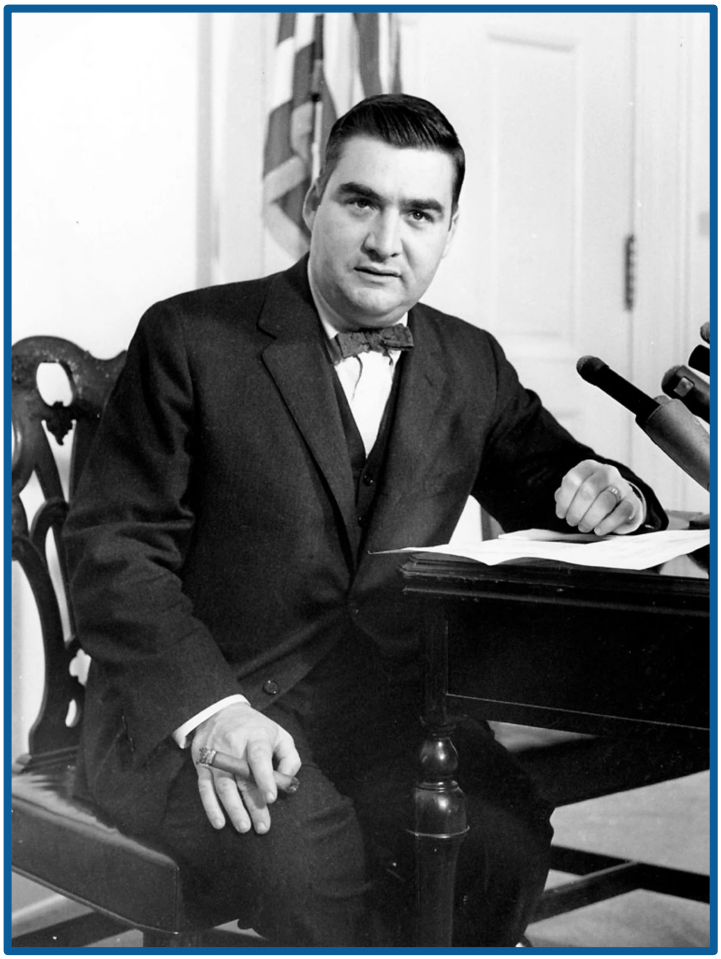


ANTHONY J. CELEBREZZE

Secretary of Health, Education, and Welfare since 1962; the former mayor of Cleveland oversees the department most directly tied to Kennedy's stalled proposals on education aid and medical care for the aged. Those initiatives have been blocked by the conservative coalition in Congress. He is a loyal administration figure without an independent national base. His portfolio will matter in any legislative continuation under a new president.

PIERRE SALINGER

White House Press Secretary; he manages the daily briefing, pool arrangements, and the administration's public line on Cuba, civil rights, and Vietnam. He traveled with the presidential party toward Texas and is the official channel between the White House and the traveling press. In the first hours after an attack, his statements will be treated as the administration's position. He is highly trusted by the Kennedy inner circle.

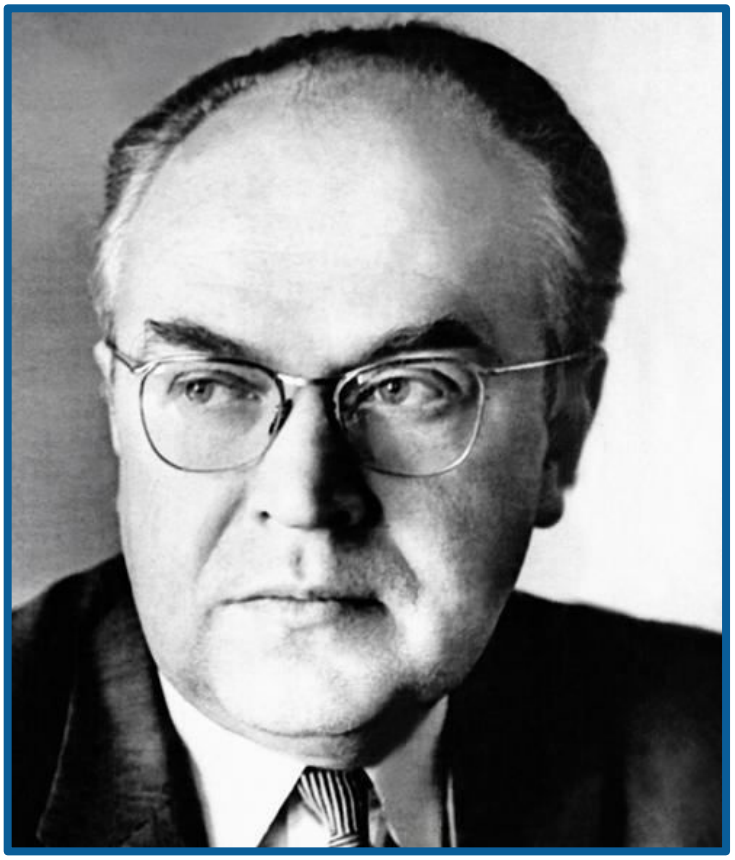




McGEORGE BUNDY

Special Assistant to the President for National Security Affairs; the former Harvard dean coordinates the National Security Council staff and is a central drafter of policy on Cuba, Berlin, and Vietnam. He sits with Rusk and McNamara at the core of foreign-policy decision-making. He is analytically sharp and politically loyal to the president. Crisis communications and foreign-government notifications will move across his desk immediately.

ANATOLY DOBRYNIN



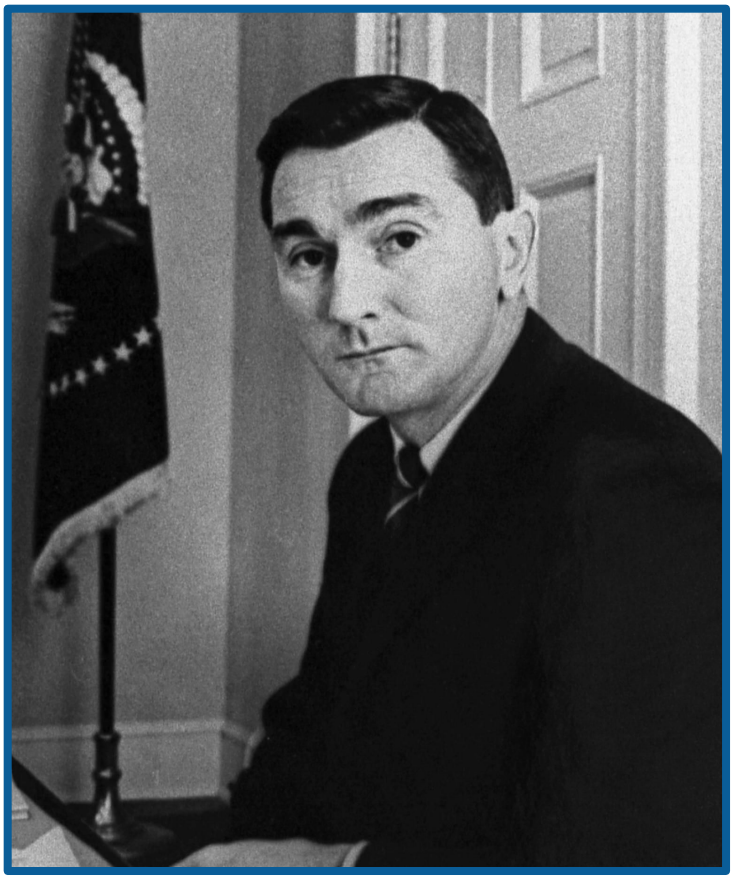
Soviet Ambassador to the United States; he has been Moscow's principal channel to the Kennedy administration since the missile crisis and maintains a direct back-channel relationship with Robert Kennedy. The public deal that ended the crisis (removal of Soviet missiles in exchange for a U.S. pledge not to invade Cuba) still frames his dealings with Washington. Any sudden American alert will be read in Moscow through his reporting. He is a professional diplomat, not an ideologue, and will seek to prevent miscalculation.



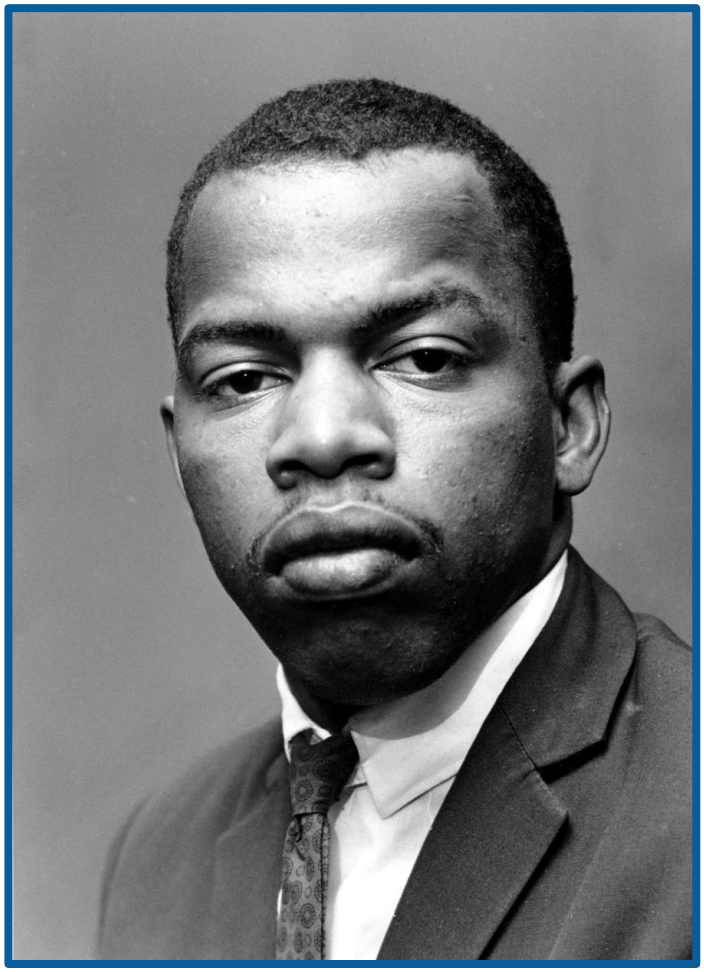
GENERAL MAXWELL D. TAYLOR

Chairman of the Joint Chiefs of Staff; a former Army Chief of Staff and Kennedy's preferred military adviser after the Bay of Pigs, he has shaped the flexible-response doctrine and the expansion of the advisory effort in Vietnam. He is more politically attuned than most senior officers and closer to the White House than to the service chiefs as a group. He will control military recommendations in the first hours of any national emergency. His counsel carries unusual weight with both Kennedy brothers.

KENNETH O'DONNELL



Special Assistant and Appointments Secretary to the President; an old Massachusetts political hand, he controls access to JFK, manages the schedule, and is one of the two or three aides constantly at the president's side. He helped plan the Texas trip and rode in the motorcade. He is fiercely loyal and operationally central to the White House staff.



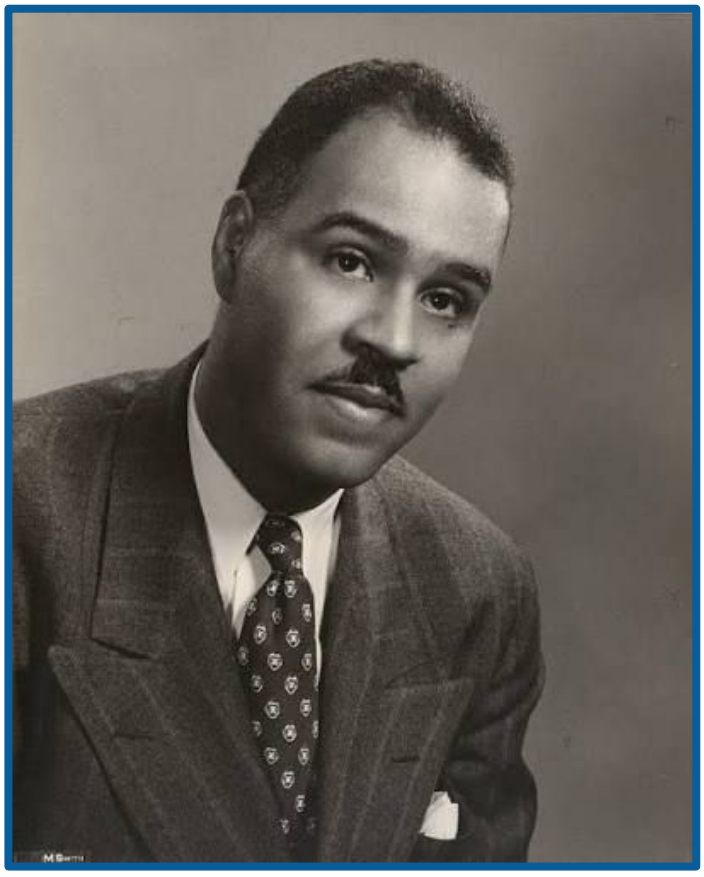
JOHN LEWIS

Chairman of the Student Nonviolent Coordinating Committee and one of the youngest national civil rights leaders; he has organized sit-ins, Freedom Rides, and voter-registration drives and spoke at the March on Washington. SNCC's impatience with the Kennedy administration's caution is sharper than SCLC's. He represents the student wing of the movement that expects federal protection in the Deep South. His organization will judge any new administration by its willingness to enforce voting rights.

A. PHILIP RANDOLPH



President of the Brotherhood of Sleeping Car Porters and elder statesman of the civil rights–labor alliance; he was the principal organizer of the 1963 March on Washington and has pressed Democratic presidents on fair employment since the 1940s. His moral authority exceeds his organizational size. He worked with King, Wilkins, and Farmer to keep the march unified and nonviolent. He remains a bridge between the Black freedom movement and organized labor.



ROY WILKINS

Civil rights leader and executive director of the most established civil rights organization in the country, the National Association for the Advancement of Colored People (NAACP), he highly favored strategic and legislative actions to ensure the civil rights bill survives transition. He has a long track record of lobbying and deep relationships with lawmakers; Wilkins is a key establishment figure in the civil rights movement.

JAMES FARMER

As a key organizer of the Freedom Rides and leader of the Congress of Racial Equality (CORE), Farmer maintains pressure for civil rights progress through organized action even after the assassination. Through organizing and mobilizing the masses, Farmer is able to apply direct pressure on the issues in the nation.





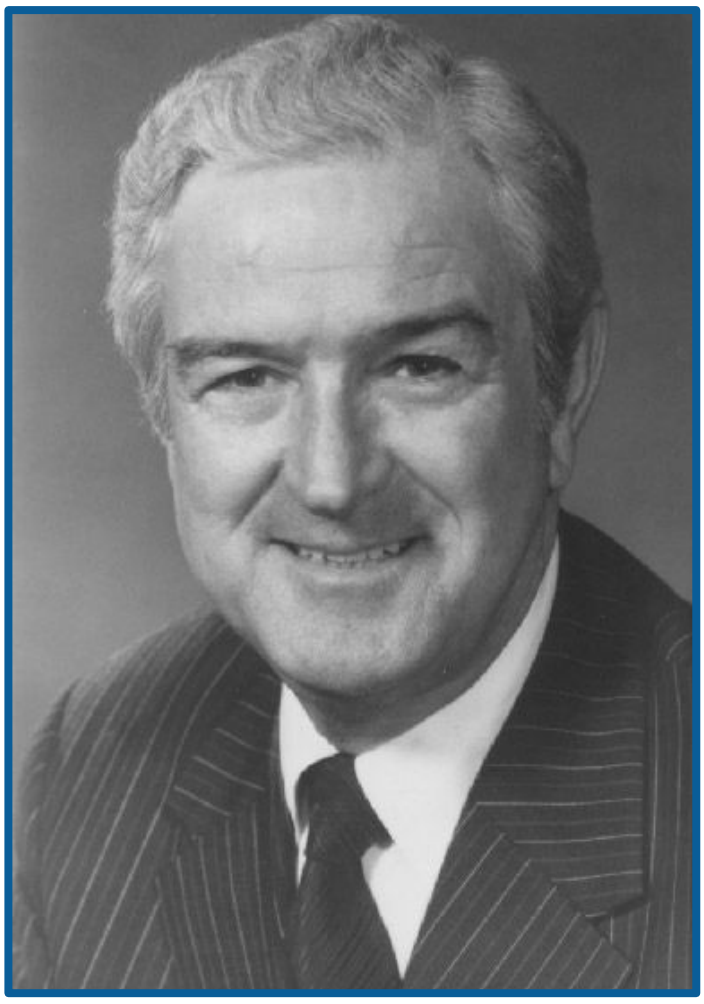
EVELYN LINCOLN

For 10 years, Lincoln has been the personal secretary to JFK. From his tenure as a U.S. Senator to his presidency, she maintained his calendar, schedules, meetings, correspondence, events, and had day-to-day access to him. Her access to the president allowed her to develop a deep understanding of his priorities, enabling her to anticipate his needs and facilitate workflow.

THEODORE SORENSEN



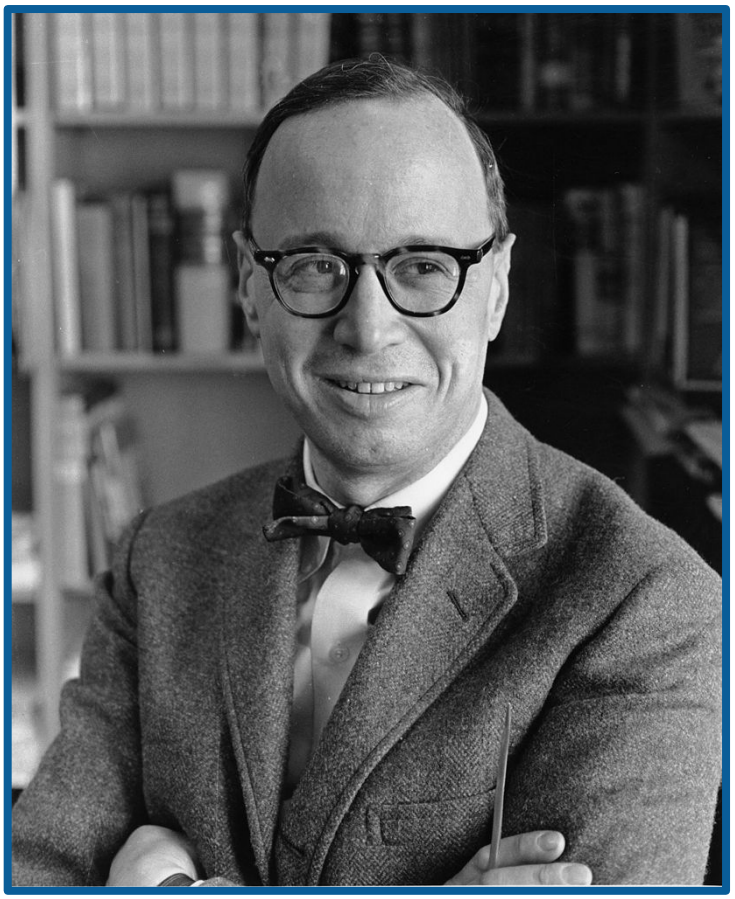
President Kennedy famously called him his “intellectual blood bank.” A lawyer, writer, and the primary speechwriter for President Kennedy, Sorensen is one of the closest advisors to the presidency. Even after JFK’s death, with his rhetorical and advisory tactics, he shapes the administration’s statements to preserve the ideological direction of Kennedy’s goals and the public’s knowledge.



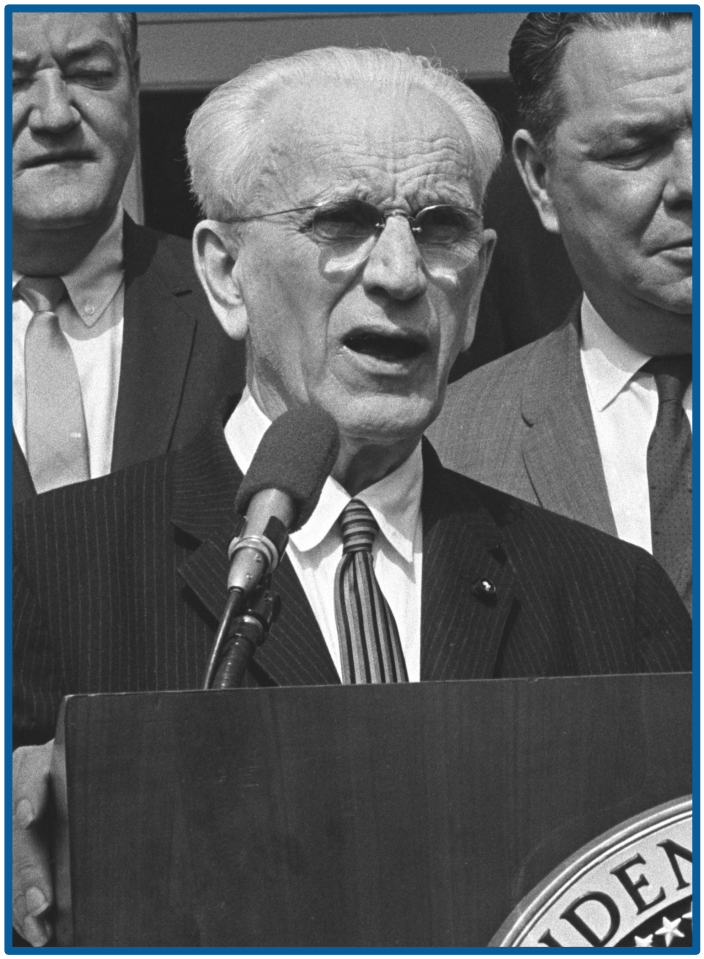
JOHN CONNALLY

Formerly the U.S. Secretary of the Navy for the Kennedy administration, Connally serves as the 39th governor of Texas. Charismatic and politically savvy, he grew strong connections with the Texas business and political establishment. Connally was riding in the motorcade with JFK when the president was fatally shot, and he himself was seriously wounded. Concerned about Texas’ reputation and his firsthand experience in the crisis, he focuses on the details of the assassination that happened in his home state.

ARTHUR M. SCHLESINGER JR.



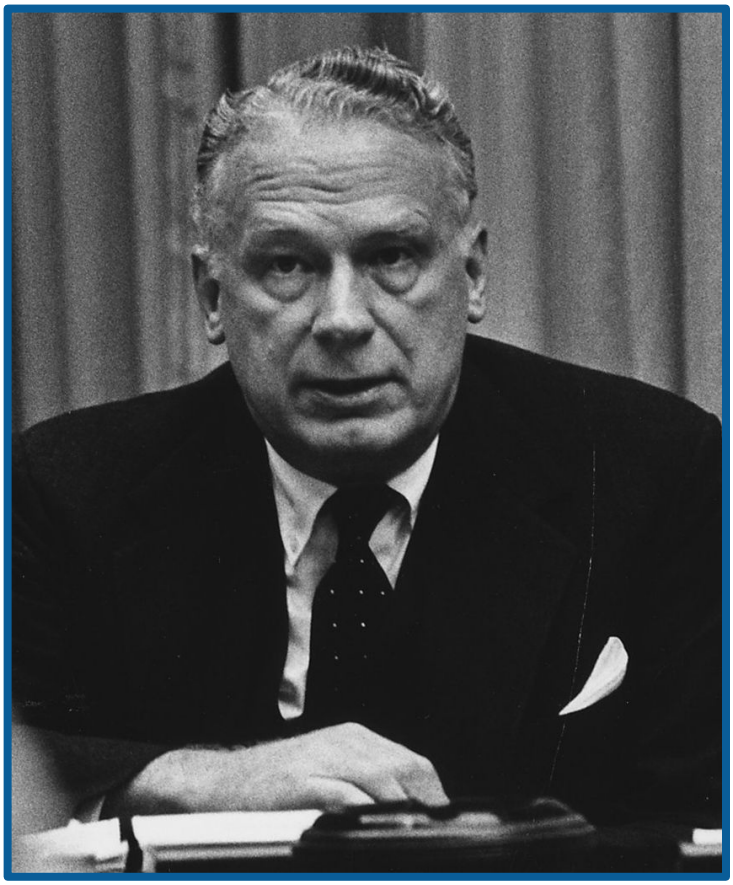
Harvard historian, public intellectual, and special advisor to Kennedy, Schlesinger is an outspoken liberal who was willing to challenge the president privately, especially in the wake of the Cold War. Through his persuasiveness and access to many intellectual circles, he is committed to the idea that Americans need to understand their history, even as it's occurring right now, to ensure the success of the American experiment.



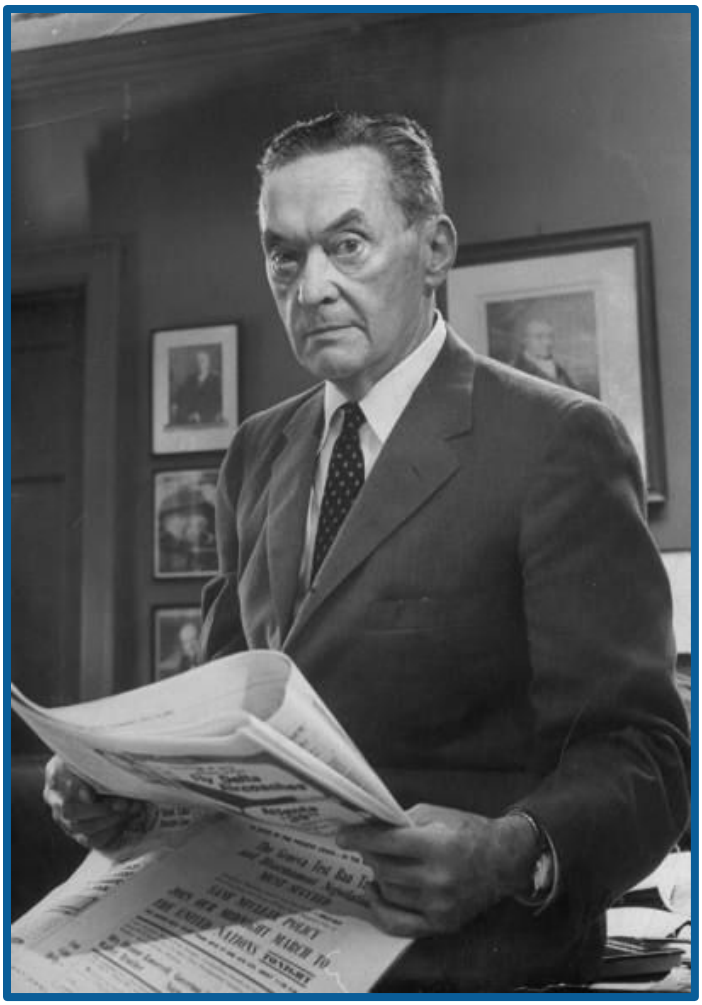
JOHN W. McCORMACK

As the Speaker of the House of Representatives, McCormack is one of the most powerful figures in the federal government and, after the Vice President LBJ, the next in line to become president. A longtime Democrat and deeply connected to the congressional leadership, he became a strong supporter of Kennedy's policies and agenda. In a crisis, congressional stability is at risk, and the future of the legislative agenda is unknown. McCormack must ensure order in the federal government.

GEORGE BALL



As the Under Secretary of State and one of the senior foreign policy officials for the Kennedy administration, Ball is influential in European affairs and international economic policy. Analytical, blunt, and straightforward, he is a clear dissenter against the Vietnam War and prolonged conflict. In the wake of a crisis, preventing Cold War escalation and protecting American interests are key, and Ball's foreign-policy and diplomatic expertise is uniquely useful.



WALTER LIPPMANN

American newspaper commentator and political journalist, Lippmann is one of the most influential journalists and public intellectuals in the country. His analytical and measured style has strongly influence over American political opinion, especially among the capital's political elite. Though Lippmann has no formal government authority, he has the means to influence and shape national opinion and to seek information and government explanations during a crisis.

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