

Leadership Montage in Civil Care & Security– Mayor Giuliani for September, 11

By

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Leadership Montage in Civil Care & Security– Mayor Giuliani for September 11

Background

Incidence – September 11, 2001 attacks in New York



source: <http://en.wikipedia.org/wiki/Image:Honoluluadvertiser11september2001.jpg>



Source: <http://en.wikipedia.org/wiki/Image:WTC-surroundings.jpg>



Source: <http://en.wikipedia.org/wiki/Image:CNN911scrn.jpg>



<http://en.wikipedia.org/wiki/Image:WTC-remnant.jpg>

The September 11, 2001 attack is a series of suicide attack against civilians of the United States. The official count records 2,986 deaths in the attacks.

This is the most significant event occurred in the 21st century, which profound social, political, cultural and military effects in the the world.

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The World Trade Center with 110-floor, five other buildings at the WTC site and four subway stations were destroyed or badly damaged and killed at least 2,986 people. Including Broadcast radio, television and two way radio antenna towers were damaged. (http://en.wikipedia.org/wiki/September_11%2C2001_attacks)

Introduction

What is leadership? It is difficult to describe because there are almost as many definitions as there are commentators. “Leadership is behavior which motivates followers and helps them to achieve the goals which they might leadership allows people to reach their full potential for the benefit of the enterprise” (PDPS 180 Leadership in Civil Care and Security Unit Notes, Bob Huby, 2005:p2)

A common human reaction to the trauma of a disaster is paralysis. But extraordinary events also evoke uncommon leadership. Great leaders shine in the face of great adversity when performing an amazing feat in a disaster situation. In a major disaster, good leaders must have the ability to motivate, understand and inspire their followers. One of such leaders is Rudolph Giuliani who was mayor of New York City. In the aftermath of the September 11, 2001 attacks on the World Trade Center, Giuliani was widely praised for his strong leadership and close involvement with the rescue and recovery efforts. Giuliani’s performance ensured that he will be remembered as the greatest leader in the US’s history.

There are totally five points of view to discuss the leadership traits of Mayor Giuliani in light of the September 11 2001 attacks on New York in this report. The first topic introduced is “Giuliani’s role during attacks on New York”. The Second topic introduced is “What is the single most important personal characteristic on quality that most people look for a leader?” & “Who we consider to be a great leader?”. The Third finding is “Analysis Giuliani’s Characteristic and Traits during the September 11 attacks event for leadership”. The fourth topic discussed is “Analysis the leadership model during September 11 attacks” The last issue concerned is the last issue is “What leadership techniques we can learnt from Giuliani.”

Key Issues

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Giuliani was the Mayor of New York City on September 11, 2001. New York City suffered the worst attack in history. There were thousands of New Yorkers killed, including hundreds of members of the city's uniformed services, who rushed to the scene to lead the heroic rescue of tens of thousands of people. Having narrowly missed being crushed when the Towers fell, Giuliani immediately began leading the recovery of the city as it faced its darkest hour. Tirelessly working to restore the city and the morale of its residents, Giuliani was widely lauded for his steady hand during frightening times. (Rudy Giuliani-Emperor of the City, Andrew Kirtzman, Perennial, 2001)

For his efforts, he was named “Person of the Year by Time magazine”, knighted by the Queen of England, dubbed "Rudy the Rock" by French President Jacques Chirac, and former first lady Nancy Reagan presented him with the Ronald Reagan Presidential Freedom Award. On the other hand, he also was recognized in Spring 2002 as “Consultant of Year” by Consulting magazine.
[\(http://en.wikipedia.org/wiki/Rudolph_Giuliani\)](http://en.wikipedia.org/wiki/Rudolph_Giuliani)



Source: http://myhero.com/myhero/heropoint.asp?hero=r_giuliani

Finding

Rudolph William Louis Giuliani's Life History

Rudolph W. Giuliani, who is a grandson of Italian immigrants, was born to a working class family in Brooklyn, New York in 1944. Giuliani learned a strong work ethic and a deep respect for America's ideal of equal opportunity when he studied in Bishop Loughlin Memorial High School, Manhattan College and New York

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University Law School, in which he graduated with magna cum laude in 1968.

Giuliani's Civil Care & Security History

Upon graduation, Giuliani clerked for Judge Lloyd MacMahon, United States district judge for the southern district of New York. He joined the office of the United States attorney in 1970. He was named chief of the Narcotics Unit and rose to serve as executive United States attorney at his age 29. He was recruited to Washington, D.C., where he was named associate deputy attorney general and chief of staff to the deputy attorney general in 1975. He returned to New York to practice law at Patterson, Belknap, Webb and Tyler between 1977 and 1981.

Giuliani's Contribution Records in Civil Care & Security

The third highest position of Giuliani is in the Department of Justice in 1981, in which he was named associate attorney general. As associate attorney general, he supervised all of the United States Attorney Offices' Federal law enforcement agencies, the Bureau of Corrections, the Drug Enforcement Agency, and the United States Marshals. Later, Giuliani was appointed United States Attorney for the Southern District of New York, where he spearheaded efforts against drug dealers, organized crime, government corruption, and white-collar criminals in 1983. There was his record of 4,152 convictions in Few United States Attorneys in history.

Giuliani was elected the 107th mayor of the City of New York, after a campaign focusing on quality of life, crime, business and education in 1993. He was re-elected by a wide margin, carrying four out of New York City's five boroughs in 1997.

As Mayor, Giuliani returned accountability to city government and improved the quality of life for all New Yorkers. Under his leadership, overall crime fell, murder was reduced, and New York City - once infamous around the world for its dangerous streets? He was recognized by the F.B.I. as the safest large city in America for the past five years until 2005. New York City's law enforcement strategies have become models for other cities around the world, particularly the CompStat program, which won the 1996 Innovations in Government Award from the Kennedy School of Government at Harvard University.

When Giuliani took office, one of every seven New Yorkers was on welfare. He restored the work ethic, implementing the largest and most successful welfare-to-work initiative in the country cutting welfare rolls while moving 640,000

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individuals from dependency to the dignity of self-sufficiency. In addition, he enacted tax reductions, which include the commercial rent tax, personal income tax, and the hotel occupancy tax. These reforms, combined with the fiscal discipline which that enabled the mayor to turn an inherited \$2.3 billion dollar budget deficit into a multi-billion dollar surplus, led New York City to an era of broad-based growth with a record 450,000 new private sector jobs created in eight years. As news word of the city's resurgence spread around the nation and the world, tourism grew to record levels. Under his leadership, New York City became the best-known example of the resurgence of urban America.

(http://washspkrs.com/SpeakerInfo/Giuliani_Rudy/Bio/GiulianiRudy.doc)

The Leader's Role

There are many definitions of leadership but on unifying theme is that leadership is a process of influence (Rost 1991). Leader influence followers, peers, superiors and others. For civil care and security leaders, the others include, in addition to response group members, the public (both those affected by the crisis and onlookers).

(PDPS 180 Leadership in Civil Care and Security Unit Notes, Bob Huby, 2005:p5)

Giuliani's Role During Attack on New York

Giuliani coordinated the response of the different city departments and communicated to the state to the state and federal authorities the support that the city would need for World Trade Center site, for citywide into terrorist measures, and restoration of the destroyed infrastructure. He made frequent appearances on radio and television to communicate to the public critical information with authority: For example, that the tunnels were being closed as a precaution, and that there was no reason to believe that part of the attack included the dispersion of a chemical or biological weapon into to the air. He balanced the need to make hundreds of decision directly and immediately, to delegate hundreds of others, and to vision the injured and console the families of the dead.

Giuliani in his public statements the emotions of New Yorkers at the time: shock, sadness, anger, resolution to rebuild, and desire for justice to be done to those responsible. “Tomorrow New York is going to be here”, “we’re going to be stronger than we were before... I want the people of New York to be example to the rest of the country, and the rest of the world, that terrorism can’t stop us.” he said.

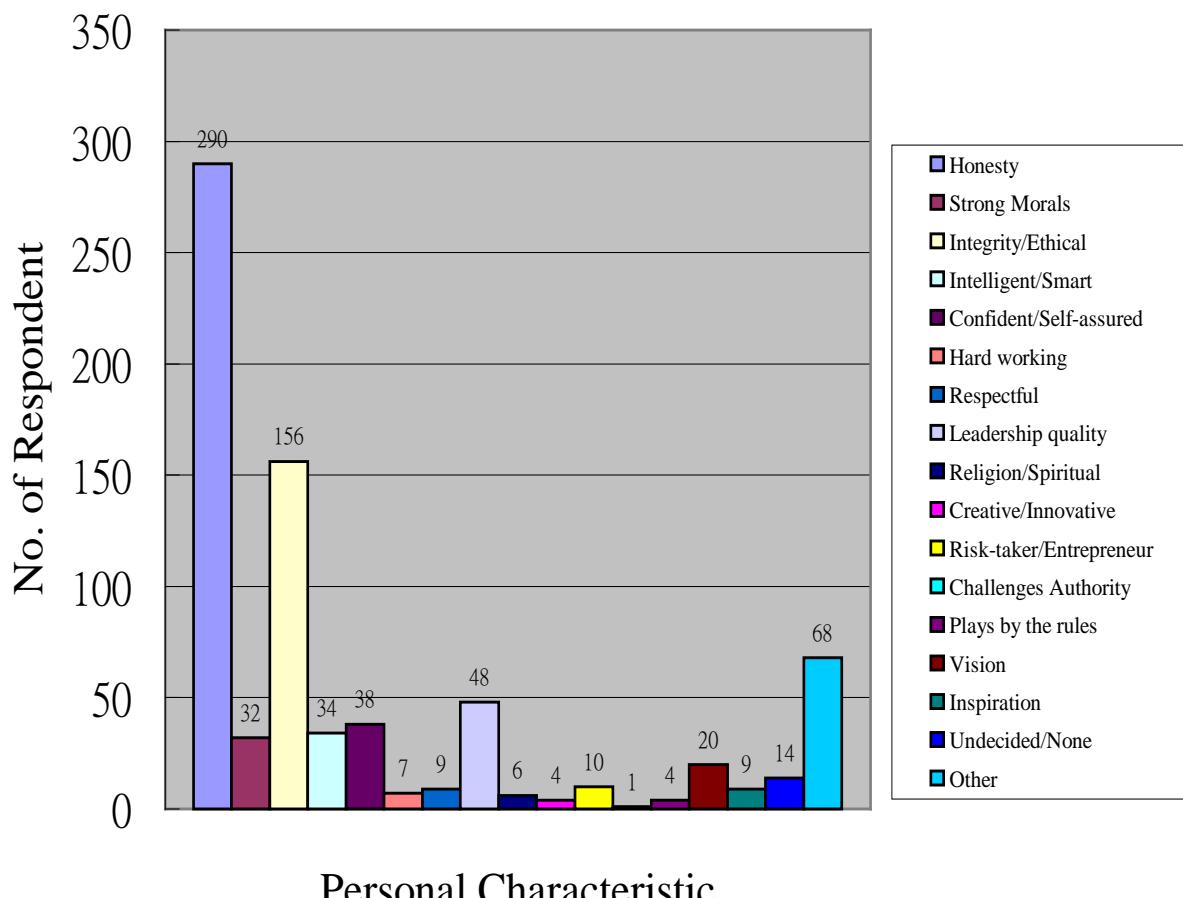
(http://en.wikipedia.org/wiki/Rudolph_Giuliani)

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What personal characteristic do we look for a leader?" & "Who is a great leader?"

There is a research conducted by The Lincoln Institute's, which was named "Leaders, Heroes & Role Models Poll" and involved 750 registered voters from the Commonwealth of Pennsylvania concerned about "What would you say is the single most important personal characteristic on quality that you look for a leader?" & "Who you consider to be a great leader?"

Table 1
The Most Important Personal Characteristic
for a Leader



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Source: The Lincoln Institute of Public Opinion Research, Inc on October 1, 2004

Table 1 showed 39 %, honesty emerged as the single most important personal characteristic or quality poll respondents said they would look for in a leader, while 21 % said leaders need to have “integrity” and exhibit “ethical” behavior. Those trait finished ahead of having a person possess traditional “leader qualities,” which were cited by 6 %.

Honesty is a particular trait upheld by female voters, with 41% of women saying honesty is the most important quality in a leader. Thirty-six % of male voters gave that as the most important leadership quality. Honesty was cited more frequently by respondents over the age of 60, 53 % of whom placed honesty highest on their priority list. Conversely, honesty was cited by just 30 % of those in the 30-44 age group. Self-described Baptist also placed a premium on honesty (52 %), while just 25 % of agnostics feel that quality is important.

The next most important quality (5 %) was that a leader needed to be “confident” or “self assured,” while 4 % said being “intelligent” or “smart” was the most important characteristic they would look for in a leader. Having “vision” was cited by 3 % and being a “risk taker” was the to quality listed by 1 %.

Other qualities mentioned at least 1 % of the respondents included being hard working, respectful, religious or spiritual, creative or innovative, playing by the rules or being inspirational. (<http://lincolnlstitute.org/leadership/analysis.html>)

Analysis Giuliani’s Leadership Characteristic and Traits Showing in the September 11 Attacks Event

Improvisation

On his response to the twin tower bombing, Giuliani recounts in *Leadership*: “I immediately devised two priorities. We had to set up a new command centre. And we had to find a way to communicate with people in the city.” (Leadership, Rudolph W. Giuliani with Ken Kurson, New York : Hyperion, c2002: p6)

Honesty/Integrity

Giuliani recalls in his book *Leadership* that he simply said what he was thinking in his first public appearance after the bombing: “My heart goes out to all of you.

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I've never seen anything like this. I was there shortly after it happened and saw people jumping out of the World Trade Center. It's a horrible, horrible situation, and all that I can tell you is that every resource that we have is attempting to rescue as many people as possible. The end result is going to be some horrendous number of lives lost. I don't think we know yet, but right now we have to focus on saving as many people as possible." (Leadership, Rudolph W. Giuliani with Ken Kurson, New York : Hyperion, c2002: p16)

Relationship/Initiative

Public relations go a long way towards portraying the effectiveness of a leader. Honed in the demands of politically charged media scrutiny in the US, Giuliani's spin doctors were far more aware of the need to highlight aspects of his behaviour which would shed good light on his performance. Nevertheless, beyond public relations tactics, there is evidence that Giuliani's style is more suited to crisis management.

(Leadership, Rudolph W. Giuliani with Ken Kurson, New York : Hyperion, c2002: p16)

According to Judy Aita, Giuliani "escorted hundreds of heads of state and ambassadors to Ground Zero" in the months after September 11. Giuliani apparently said that he told each foreign leader when they visited the site: "This could happen to you. In some ways it has already happened to you and, in some cases, it has happened repetitiously to you. We have to stand together against this. There is no justification for it, there is no negotiating with it. It is just a matter of ending it."

(<http://truthnews.com/world/2002090048.htm>)

Responsibility/Hard Working

In numerous personal appearances, Giuliani was unequivocal about being accountable for the rescue operation. In *Leadership*, he writes: "More than anyone, leaders should welcome being held accountable. Nothing builds confidence in a leader more than a willingness to take responsibility for what happens during his watch." While he had many of his team around him during public appearances reporting on progress and actions, there was no doubt in the mind of the public that he felt a strong sense of responsibility for the success or otherwise of the rescue operation. (Leadership, Rudolph W. Giuliani with Ken Kurson, New York : Hyperion, c2002: p70)

Consider Others/Insight

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Giuliani was clear about his role in coordinating response to the disaster. He knew that the Police Department and the Fire Department had to perform different tasks and had different requirements. The Fire Department had to lead the rescue and evacuation. The Police Department had to protect the rest of the city.”

Intelligent/Accept others opinion

Giuliani quickly sized up the situation, and decided that the events were too overwhelming for New York to deal with alone. When George Pataki, Governor of New York State, offered to call in the National Guard, he accepted.
(<http://www.csmonitor.com/2004/0520/p03s01-usgn.html>)

Giuliani’s intuitive ability to communicate all the right things that a listless and nervous public looks for set him apart as an effective leader under stress: a sense of control, being at the frontline, sorting out priorities, being visible, creating symbolic value, being truthful and speaking from his heart.

Discussion

Transformational Leadership

Inspirational Motivation

In the first week of October, the Mayor called on New Yorkers to return to business as usual. This call was made for a number of reasons, including support for the personal healing process as well as the City’s, which was financially bleeding. By motivating the residents of New York City to get back to their usual routine, the Mayor was also trying to numb them to their emotional anguish in order that immediate recovery objectives could be achieved.

It seems that in the first few weeks after September 11, Giuliani was everywhere in New York City. From his constant presence at Ground Zero, his tireless attendance at funerals and memorial services, his almost daily briefing of the press, his appearance at the United Nations to urge support for the implementation of an anti-terrorism resolution, the Mayor was everywhere. According to the Washington times, Giuliani is emerging as a father figure, a corporate executive, an avenging angel and most of all, a man sensitive to the agony of those around him.

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“This is what we expect of really good leaders and rarely get. He is steady and calming.” Robert Jervis said. Giuliani also used simple and clear language, invoked powerful comparisons, drew inspirational images from history, acknowledged the pain described the future. His words united New Yorkers as they go forward to rebuild New York City. In other words, he provided the inspiration to his followers in the setting of a real acid test in a time of crisis. (<http://www.csmonitor.com/2004/0520/p03s01-usgn.html>)

Idealized Influence

Idealized influence is exerted by behaviour that is exemplary and charismatic. Giuliani indicated that the onus of accountability fell on them and reminded them of their primary role as global peacekeepers. More importantly, he clearly hinted that terrorism was indefensible in a pointed reference to nations that have supported it in the past. This shows his ability to take a clear stance on a delicate and difficult issue. It is certainly not easy to dictate values ideals to nations’ representatives, some of whom have displayed flagrant disregard for the city laws and hide behind their blanket of immunity.

He made an extremely valid point in citing New York City to be the world’s most diverse metropolis and that citizens of every nation were affected by the attacks.

“Those who have sought to justify terrorism should come with me to the thousands of funerals we are having in New York City...thousand... and explain those insane, maniacal reasons to the children who will grow up without fathers and mothers and to the parents who have had their children ripped from them for no reason at all, Giuliani said. (<http://edition.cnn.com/TRANSCRIPTS/0209/11/se.12.html>)

Intellectual Stimulation

From the very beginning, Giuliani appeared frequently on television to update the public about what his government was doing, the death toll and the latest developments. He kept going back to “Ground Zero” to see for himself what was going on, and was clearly seen to be doing so. (Leadership, Rudolph W. Giuliani with Ken Kurson, New York : Hyperion, c2002: p22)

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According to Judy Aita, Giuliani “escorted hundreds of heads of state and ambassadors to Ground Zero” in the months after September 11. Giuliani apparently said that he told each foreign leader when they visited the site: “This could happen to you. In some ways it has already happened to you and, in some cases, it has happened repetitiously to you. We have to stand together against this. There is no justification for it, there is no negotiating with it. It is just a matter of ending it.”

(<http://truthnews.com/world/2002090048.htm>)

Individual Consideration

As a lawyer and politician, Rudolph Giuliani is a forceful and eloquent communicator. He has an outgoing personality and is not afraid of public display of emotions. He spent a good part of his life working in the system before he became Mayor. He was familiar with how things worked in New York.

At a time of crisis, what the public needs most is a sense that someone is in control of the situation. In the twin tower disaster, Giuliani exuded a strong sense of control and rapid decision-making in response to unravelling events. He writes in *Leadership*: “Within minutes of the first plane hitting the towers, the decision was made to establish two command posts – one for the Fire Department and one for the Police Department.” (Leadership, Rudolph W. Giuliani with Ken Kurson, New York : Hyperion, c2002: p7)

The Full Range of Leadership Model (FRLM)

The Full Range of Leadership Model is composed of laissez-faire leadership, transactional leadership and transformational leadership behaviors that measure one’s leadership performance (Bass & Avolio 1994:1). Bass & Avolio (1994) concluded that the best leaders are both transformational and transactional. It seemed that Giuliani should be effective leader as he used both types of leadership but with greater emphasis on the former.

Impression Management

Besides the transactional leadership and transformational leadership behaviors, Giuliani also adopted a range of impression management strategies responding to the

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incident. It seemed quite effective.

In times of crisis, leading at the front is important in calming fears among the public. There is no doubt that as a leader, Giuliani is not afraid of being in the trenches and at the frontline. He was on the scene of the twin tower disaster within minutes. “While mayor, I made it my policy to see with my own eyes the scene of every crisis so I could evaluate it firsthand,” he says in his book *Leadership*. (Leadership, Rudolph W. Giuliani with Ken Kurson, New York : Hyperion, c2002: p4)

From the very beginning, Giuliani appeared frequently on television to update the public about what his government was doing, the death toll and the latest developments. He kept going back to “Ground Zero” to see for himself what was going on, and was clearly seen to be doing so. (Leadership, Rudolph W. Giuliani with Ken Kurson, New York : Hyperion, c2002: p22)

According to the Smithsonian National Museum of American History, “Giuliani...remained at the centre of the crisis.” Wearing a succession of trademark caps, he inspired the city and the nation with messages of compassion, resolve, and resilience.” (<http://americanhistory.si.edu/september11/collection/record.asp?ID=43>)

Lesson Learnt

Everyone would like to follow a leader with good Characteristic and traits. This assignment told me that if a leader holds accountable for his actions, it makes it clear to other team members that you will be held to the same standard. Leadership has a lot to do with the language you use. Being a leader, we needed to communicate using words that would connect with people on a deeper level. The point is not to alter our message depending upon our audience, but to present it so that it could be understood by whomever we are addressing.

Giuliani let us know the first few hours after a crisis are critical. Giuliani took the airwaves to calm and reassure his people. During the Crisis, Giuliani remained up-front and central during the crisis. He was always visible and stood up to be

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counted rather than hide behind his aids. He showed by his attitudes and actions how everyone else should behave. He also made continued efforts to motivate and rally his followers, constantly doing the rounds, listening, soothing and enthusing.

It seemed to show that there were moments of crisis or decision where the actions of Giuliani were pivotal. Giuliani had a vision of what can, and a great should be done and can communicate this to others. He made a few hundred rapid-fire decisions about the security and rescue operations, toured hospitals to comfort the families of the missing and made four more visits to the apocalyptic attack scene.

Summary & Conclusion

Giuliani can control his emotions under pressure to face press. He understands that panic only makes things worse while concern communicates seriousness. He actively seeks input and advice from others with more experience and expertise than him.

Giuliani will not afraid to make a tough decision. He made a right choice is the most important part of leadership. He didn't hide behind other people and take responsibility for his decisions, choices and not allow those around him to filter valuable information and take the hit when things go wrong. This was showed all him accountability.

To conclude, Giuliani appealed to the heads and hearts in leading and inspiring the best from the people of New York City. He also inspired the best form many others in the world.

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