

# CHAPTER 1

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## Introduction

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*“Terrorist attacks can shake the foundations of our biggest buildings, but they cannot touch the foundation of America.”*

George W. Bush (b. 1946)  
43rd president of the United States

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### Outline

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*“It was the best of times, it was the worst of times . . .”*

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A growing number of Americans would nod their agreement with the opening sentence in Dickens' 1859 masterpiece *A Tale of Two Cities* as they began to celebrate their Labor Day holiday weekend, a date that traditionally marks the end of the summer season. Even though the country had enjoyed a decade of

unprecedented prosperity that stretched back to the recession of 1991 and peace appeared to be at hand throughout most of the world, a number of dark clouds had appeared on the horizon since 2001 began.

An economic slowdown was becoming more and more obvious. Growth stalled and stunning layoffs occurred, often numbering in the thousands as one major employer after another took this painful step to cut costs and hold on to profits that were already under pressure. Unemployment rates that had set recent record lows only a few months earlier had begun creeping upward—and would approach 6 percent by the time 2002 arrived. Hardest hit were America’s rust-belt manufacturing towns. Indiana, the nation’s 14th largest state, was the location of four of the ten largest percentage declines in local employment during a recent 12-month period.(1)

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*“The biggest tragedy in America is not the waste of natural resources, though this is tragic. The biggest tragedy is the waste of human resources.”*

Oliver Wendell Holmes (1809–94)  
American physician and author

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An even more ominous occurrence was the number of individuals and businesses resorting to bankruptcy to solve seemingly overwhelming debt problems. An estimated 1.5 million Americans filed for personal bankruptcy in 2001—up 22 percent from the previous year—and the number was expected to increase during 2002. And it wasn’t limited to low-income households. William Oakes, who earned \$160,000 a year earlier as a vice president for software maker Sybase Inc., lost his job in a merger. Finding himself more than \$300,000 in debt, Oakes met with a bankruptcy attorney. He was “quite convinced and quite convincing that my only option was to file for bankruptcy,” says Oakes.(2)

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*“Remember when people worried about how much it took to buy something, instead of how long?”*

Earl Wilson (1907–87)  
American newspaper columnist

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To stimulate the sagging economy, the federal government had already taken steps to spur business investment and consumer spending in the form of a tax cut and, later, a tax rebate of up to \$600 to taxpayers. The Federal Reserve Board, led by its chair Alan Greenspan, cut the cost of borrowing eleven times that year, in its efforts to add expansionary monetary policy to Congress’ fiscal policy in an attempt to reduce the cost of business and encourage consumer borrowing. It is also worth noting that the housing industry held up reasonably well, in large part due to the lower interest rate environment.

The economy wasn’t in recession . . . yet. At least not to those economists who define a recession as two back-to-back quarters of negative growth in *gross domestic product (GDP)*—the sum of all goods and services produced within a nation’s boundaries.(3) But cynics would argue that this definition is more a description of an accomplished fact than an accurate measure. And growing numbers of ordinary men and women were beginning to agree that those very real (and very current) signs of an economic downturn—reduced industrial output, a growing unemployment rate, major declines in GDP growth, and a plummeting stock market that was wiping out major chunks of retirement savings for hundreds of thousands of people—sounded like recession to them.

Then came September 11, 2001.

## Terrorism Comes to America

Terrorism. It's an ugly word. It's also a horrific term, conjuring up images of evil, the suffering and deaths of innocent people caught up in the fury of madmen intent on avenging what they see as a wrong perpetrated against their beliefs, their country, their religion. *Terrorism* is the use of violence by fanatics to intimidate and subjugate their victims, especially as a political weapon or policy.

*Domestic terrorism* refers to the unlawful use of force or violence against people and property in an effort to intimidate or coerce a government or its civilian population by groups or individuals who are citizens of the threatened nation. The 1995 bombing of the Murrah Federal Building in downtown Oklahoma City that took the lives of 168 victims—19 of them children—is perhaps the worst example of domestic terrorism in the United States.

By contrast, *international terrorism* is terrorism performed by foreign-based groups who receive their funding from sources outside the United States. Twice during the past ten years, the twin towers of New York's World Trade Center have been the target of international terrorism: first the 1993 bombing and, most recently, the attacks of September 11, 2001.

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*"A fanatic is the Devil's plaything."*

Armenian proverb

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## A Scourge Older than the United States

"They considered us infidels—and easy targets. They committed atrocious acts against civilians. They provoked war with America.

'They are odious for the constant violation of the laws of nations and humanity,' said one writer. Americans saw them as bloodthirsty fanatics, sanctioned by Islamic despots, and we believed their behavior threatened the future of the modern world."(4)

And so the U.S. president declared war against state-sponsored terrorists. While these actions may sound a lot like those of George W. Bush, the nation's 43rd president, they are actually those of the third president of the United States, Thomas Jefferson. And 200 years ago when these events took place, Jefferson didn't call them terrorists, because everyone called terrorists by another name back then: pirates.

At that time, the war involved an extended campaign of nearly 30 years against various Muslim states in North Africa, which harbored the notorious Barbary pirates. The first line of the U.S. Marine Corps song ("... to the shores of Tripoli") immortalizes a successful attack on Tripoli by a small group of Marines.

Over the years, numerous terrorist acts—by both domestic and international terrorists—occurred.

- British troops marched on Washington and burned the White House during the War of 1812.
- A German submarine sank the British passenger ship *Lusitania* in 1915, taking the lives of 1,198 passengers; this attack on innocent civilians was a major factor leading to the U.S.'s entry into World War I.
- A 1954 attack on the U.S. Capitol Building by Puerto Rican nationalists resulted in 5 U.S. representatives being wounded by gunfire.
- A pipe bomb blast in Atlanta's Olympic Centennial Park during the 1996 Summer Olympic Games killed 2 people and injured more than 100 others.

The Olympic bombings, coupled with the Oklahoma City attack and memories of the deadly attack on Israeli athletes at the 1972 Summer Olympic Games in Munich, prompted the passage of the *1996 Anti-Terrorism Act*, which granted federal authorities \$1 billion to combat terrorism. Among its highlights, the Act:

- Creates a federal death penalty for terrorist murders;
- Requires plastic explosives to carry detection agents for use in tracing their sources;

- Expands penalties for possession of nuclear materials;
- Criminalizes the use of chemical weapons within the United States, or against Americans outside the United States;
- Authorizes the Secretary of Treasury to freeze the assets of terrorist organizations;
- Prohibits the U.S. government from providing financial assistance to nations sponsoring terrorism;
- Denies entry into the United States to any person who is a representative or member of a designated terrorist organization;
- Expands deportation procedures for criminal aliens; in particular, establishes special courts of review to handle deportation hearings against suspected alien terrorists.

But even the Anti-Terrorism Act proved unable to stop the terrible events of September 11, 2001.

## The Fateful Day

“Where were you when . . . ?” It’s a familiar question, intended to cause us to reflect on some memorable date in the course of our lifetimes. For older Americans the question might be “Do you remember what you were doing when you heard that Pearl Harbor had been attacked?” For their children, the question might center on November 22, 1963, the day that President Kennedy was assassinated, or April 4, 1968, when Dr. Martin Luther King, Jr. was fatally wounded. For the current generation, the new question likely to linger for decades is “What were you doing on September 11, 2001?”

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*“Where were you when the world stopped turning on that September day?”*

Alan Jackson (b. 1958)  
American singer and songwriter

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## “A Day That Will Live in Infamy”

Those words, first spoken by President Franklin D. Roosevelt following the December 7, 1941, Japanese attack on Pearl Harbor that killed 2,403 Americans and prompted the United States to declare war on Japan, Germany, and Italy, seemed equally appropriate for the events that occurred 60 years later on that sad September Tuesday when more than 3,000 innocent people lost their lives in the deadliest attacks ever on American soil.

Between 7:45 and 8:10 a.m. on a crystal-clear Tuesday morning, 260 passengers and crew boarded four wide-body aircraft at three East Coast airports en route to Los Angeles or San Francisco. Each plane carried a small number of passengers for its size, but each was filled with up to 24,000 gallons of jet fuel for the cross-country flight. Among the passengers were 19 killers.

As soon as the first two planes—American Flight 11 and United Flight 175 reached cruising altitude after departing from Boston’s Logan Airport on their way to Los Angeles, they were hijacked and flown down the east coast. The American flight, a Boeing 767, slammed into the north tower of New York’s World Trade Center at 8:48 a.m. The second plane made horrified Manhattan observers realize that the first crash was not an accident as they watched it fly directly into the south tower of the WTC at 9:03 a.m. Forty minutes later, the south tower collapsed, killing thousands of people employed there and dozens of rescue workers. At 10:28 a.m., the north tower also collapsed.<sup>(5)</sup>

In Washington, D.C., at Dulles International Airport, other hijackers struck, taking over the controls of American Flight 77, a Boeing 757 scheduled for a nonstop flight to Los Angeles. After climbing to cruising height over West Virginia, the hijackers turned the plane around and crashed into the Pentagon at 9:43 a.m.



The terrorist attacks on the twin towers of the World Trade Center claimed the lives of more than 2,500 of September 11's victims. Within two hours of the planes' impact, both towers had collapsed into rubble, creating what became known as *ground zero*.

The terrorists had achieved their terrible objective by converting a commercial aircraft into a jet fuel-filled missile. Approximately 120 people died at the Pentagon. More than 2,500 people lost their lives in the wreckage of the World Trade Center towers.

### *A 21st Century Nathan Hale?*

The fourth plane, United Airlines Flight 93, a Boeing 757, was scheduled to depart Newark International Airport at 8:01 a.m. en route to San Francisco. It pulled away from the gate on time, then sat on the tarmac for more than 40 minutes because of heavy traffic at the chronically clogged airport. It finally took off at 8:42 a.m. with 37 passengers, 33 of whom were headed to the West Coast for business meetings or vacations—or simply returning home. Four had a different agenda.

But timing is everything, and timing would foil these hijackers. Because of the delay, onboard passengers learned of the World Trade Center and Pentagon attacks in the midst of their own crisis—and then made their own fateful decisions. They knew that the United States was under attack, not just one plane.(6)

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*"Courage is doing something you need to do that might get you hurt."*

Bobby Bowden (b. 1930)  
head football coach, Florida State University

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### *Types of Heroes*

According to Temple University psychologist Frank Farley, a longtime researcher of heroic behavior, three major types of heroes exist:

- 911 heroes protect people for a living. They're firefighters, police officers, paramedics, and security guards.

- One-time *situational heroes* spring into action when an occasion calls for it.
- *Sustained altruists* do unselfish, often heroic acts over a longer time.

The first two types were present in abundance on September 11. Examples of 911 bravery abounded. These individuals don't have a death wish, but they are fearless risk-takers who inherit a drive for bold action. They crave stimulation and physical challenge.

Port Authority police officer Dominick Pezzulo was one of many 911 heroes at the World Trade Center. He was killed by falling debris from the doomed towers as he helped a friend escape.

### *Heroism on Flight 93*

Situational heroes flew on Flight 93. At least five of them made phone calls, so we know who they are: Todd Beamer, Mark Bingham, Tom Burnett, Jeremy Glick, and Lou Nacke. Others included flight attendant Sandra Bradshaw, who armed herself with boiling water.

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*"The credit belongs to the man who is actually in the arena . . . who strives valiantly, who knows the great enthusiasms, the great devotions, and spends himself in worthy causes. Who, at best, knows the triumph of high achievement and who, at worst, if he fails, fails while daring greatly so that his place shall never be with those cold and timid souls who know neither victory nor defeat."*

Theodore Roosevelt (1859–1919)  
26th president of the United States

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Unlike the other three planes Flight 93's hijackers did not seize control as soon as the plane reached cruising altitude. This time the four terrorists waited for breakfast to be served.



Todd Beamer, one of the situational heroes on United Flight 93, holds his son Drew. Beamer's widow, Lisa gave birth to another child a few months later.

Once they commandeered the flight, the hijackers moved passengers and several members of the flight crew to the rear of the plane. The understaffed team of hijackers—the other three planes were each seized by five men—would soon learn that they had selected the flight whose passengers possessed the strength, courage, and motivation to become the terrorists' worst nightmare.

As soon as they were moved, the passengers and crew immediately began making cellphone and GTE airfone calls. Todd Beamer placed several calls. Beamer, a 32-year-old account executive with Oracle Corp., was a Sunday school teacher, married, and the father of two small children with a third due in another four months. At 6 feet and 200 pounds, he was a big, strong man who loved sports and played point guard in college.

Mark Bingham, 31, 6 feet, 5 inches, and 220 pounds, a public relations executive played on Cal's national-championship rugby team. He had also run with the bulls at Pamplona during the past summer (and got gored), and once wrestled a gun from a mugger. Then there was Tom Burnett, 38, a father of three small girls and CEO of a medical-device maker, Choratec. He was a hockey player and was once a high school quarterback.

Another passenger sitting nearby was Jeremy Glick, 31, a San Francisco Internet company sales rep. Six foot, 1 inch, and 220 pounds, he was a former NCAA judo champion. After college, Glick continued to ski, golf, wrestle, and practice judo. Behind him was Lou Nacke, 42, manager of a toy-store distribution center. The shortest of the five at 5 feet 9 inches, the 200-pound weightlifter had a Superman logo tattooed on his left arm. "He wasn't one to talk about how super he was, he just showed you," remarked his brother-in-law Jeff Trichon. "He was a man of strength and steel." (7)

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*"Times of heroism are generally times of terror."*

Ralph Waldo Emerson (1803–82)  
American essayist and poet

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Nearing Cleveland, the 757 made an abrupt U-turn and began heading toward Washington. (FBI officials who later studied the flight's pathway were convinced that its ultimate target was an American symbol of democracy and freedom: the U.S. Capitol Building.) During the next 12 minutes, 24 calls were made from the GTE airfones. Passengers and flight crew members called spouses, parents, even GTE telephone operators asking them to relay messages to loved ones. A GTE supervisor joined Beamer in saying the words of the Lord's Prayer. Refusing to allow their lives to end as helpless victims, Beamer and his fellow passengers chose to battle the terrorists.

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*"Do not go gentle into the dark night. Rage against the dying of the light."*

Dylan Thomas (1914–53)  
Welch poet

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Tom Burnett ended his last conversation with his wife, Deena, with ". . . if they are going to run this into the ground, we are going to do something." The final words heard from the doomed flight were those of Beamer: "Are you guys ready? Let's roll." (8)

Investigators pieced together Flight 93's final moments by analyzing the plane's voice-activated recorder. Passengers and crew members managed to overpower several of their captors and fought the remaining terrorist in the cockpit in their efforts to regain control. But they were unable to correct its steep dive and the 757 plummeted to earth at 10:10 a.m. in rural Somerset County, Pennsylvania. Everyone aboard died in the crash, but the U.S. Capitol and its inhabitants were spared.

## Bioterrorism

The attacks of September 11 were followed by near panic as Americans speculated about the next wave of terror they expected to come from terrorists. News reports were filled with mentions of a virtual smorgasbord of horror: possible chemical and/or biological attacks, poisoning the domestic food and water supplies, even the possibility of terrorists setting off a nuclear device.

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*"Suddenly our name is not so cool."*

statement released by the band *Anthrax*

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Within weeks, a major scare did occur: biological warfare using the U.S. Postal Service. Anthrax, a common tool of biological warfare was mailed to senior members of Congress, including Senate Majority Leader Tom Daschle, and well-known news media. Once the nature of these mailings became widely known, near panic was again common. Anthrax spores inhaled by their victims claimed at least six lives.

But the question that lingered was whether this was a continuation of international terrorism begun by the hijackers—or a copycat follow-up by domestic terrorists. Based on linguistic and other analyses of the anthrax letters that were mailed and the concentration of anthrax present in a limited number of East Coast locations, the Federal Bureau of Investigation ultimately concluded that the anthrax culprit was likely a behind-the-scenes Unabomber type with a scientific background, possibly a lab worker with a grudge. The person who mailed the letters would be a he (they're almost invariably male), a person who doesn't like confrontation, but is seething with repressed anger.

Catching Theodore Kaczynski, the infamous Unabomber who killed or injured more than a dozen people with mail bombs, took almost 18 years and a tip from his brother—and investigators had more to go on. A similar lone wolf mailing anthrax would be "the FBI's worst nightmare," says Patrick Webb, a former agent who worked on the Unabomber case.(9)



Stamford, CT-based Pitney Bowes is the industry leader in mail and document management solutions. To allay concerns of millions of Americans, the firm developed this advertisement to educate readers of what they—or the people they communicate with—should look for in letters and packages.

## Why Terrorists Hate the United States

One question on the lips of thousands of Americans in the months following the WTC and Pentagon attacks was “Why do they hate us?” In a recent book, CNN terrorism expert Peter Bergen sums up the reason that organized international terrorists and terrorist groups such as the al Qaeda terrorist network and its founder and financier Osama bin Laden have made the United States its prime target this way: “What he condemn[ed] the United States for is simple: its policies in the Middle East.

Those are, to recap briefly:

- the continued U.S. military presence in Arabia;
- U.S. support for Israel;
- its continued bombing of Iraq;
- and its support for regimes such as Egypt and Saudi Arabia that bin Laden regard[ed] as apostates from Islam.”

Bin Laden was also reported to have thought that the United States had become soft and weak. It was a judgment he would have been reconsidering in the weeks following September 11 as he fled from cave to cave, chased by U.S. and allied commandos and bombers.

Sources: Quotation from Peter L. Bergen, *Holy War, Inc.: Inside the Secret World of Osama bin Laden*. New York: Free Press, 2001. See also Fareed Zakaria, “Why Do They Hate Us?” *U.S. News & World Report*, October 15, 2001, pp. 22–46; Karen Breslau, Eleanor Clift, and Evan Thomas, “The Real Story of Flight 93,” *Newsweek*, December 3, 2001, pp. 54–67.

## Guarding America

The anthrax scares of 2001 stunned America. The thought of terrorist attacks using the U.S. mail as the delivery system quickly elevated concerns of other possible forms of terrorism. In addition to other forms of bioterrorism, Americans realized that numerous elements of the nation’s infrastructure—municipal water supplies, food sources, oil and gas pipelines, bridges, tunnels, ports, public arenas, and office buildings were all vulnerable to attack. Another potentially catastrophic source of terrorism involved the nation’s 103 active private nuclear plants and 45,000 tons of spent fuel. Airport, airplane, rail, and even commercial bus security continued to be a concern. A final potential threat involved telecommunications and cyberterrorism.<sup>(10)</sup> A number of steps have already been taken—both by government agencies and the companies involved—to reduce these threats.

The U.S. position as the world’s export and import leader, coupled with the number of business travelers, tourists, and foreign students who visit our shores each year is both attractive and potentially dangerous. America’s 4,000-mile borders with Canada and Mexico remain porous.<sup>(11)</sup> The Bush Administration is adding inspectors and patrol agents and going after international students who overstay their visits.

But it’s a major undertaking. Last year the U.S. Customs Service reported that every day of the year its agents processed an average of:

- 1.3 million people
- 348,000 private vehicles
- 38,000 trucks and rail cars
- 16,000 containers on 500 ships
- 2,600 aircraft.

Ninety-five percent of U.S. international trade flows through the nation’s 351 coastal and inland ports. On average, just one or two of every 100 inbound containers are ever opened. Terrorists looking for an easy way into New York, Miami, Los Angeles, or Chicago are likely to think about using one of these containers.<sup>(12)</sup>

Threat	What's Being Done
<b>Bioterrorism</b>	Although Washington is stockpiling vaccines (for example, more than 250 million units of smallpox vaccines) and drugs, adequate vaccine supplies are at least a year away. Additional training is improving the abilities of emergency response teams.
<b>Infrastructure</b>	Government authorities have increased patrols of vulnerable sites and private companies have beefed up their own security. However, they remain attractive targets for terrorists.
<b>Nuclear Power Plants</b>	No-fly zones above nuclear plants have been initiated and companies are hiring more guards.
<b>Transportation</b>	Armed military personnel calm the fears of nervous passengers, but are unlikely to deter highly motivated terrorists. Legislation requiring better trained airport-security workers will help. Some bus companies have added metal detectors. Railroads, however, remain largely unprotected.
<b>Telecommunications and Cyberterrorism</b>	Both federal agencies and telecommunications companies are working on plans to share backup networks. In addition, they are strengthening computer firewalls and virus-scanning systems.

## Business, Government, and the Overall Economy Fight Back

The stock market, which had recently seen the Dow-Jones Industrial Average reach new all-time highs of 11,500, had been plagued for the entire year by the implosion of the dot.com bubble and sharp declines in other high-tech stocks. By September 10, 2001, the Dow-Jones Industrial Averages had plummeted almost 2,000 points to 9,606. After the attacks of the next day, the markets closed for the remainder of the week. When they reopened the following Monday, a huge sell-off resulted in another 1,369-point loss. But within two months, the market had regained all of the ground lost since the terrorist attacks to move above pre-September 11 levels.(13)

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*"I buy when other people are selling."*

J. Paul Getty (1892–1975)  
American oil magnate and philanthropist

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### *International Support*

President George W. Bush called the attacks "acts of war" and immediately began the process of creating an international coalition of nations committed to rid the earth of international terrorism. Diplomatic actions included:

- The United Nations Security Council unanimously enacted a binding resolution requiring all UN-member countries to pursue terrorists and those who support them, including financial support systems. Over 150 countries have joined the effort to disrupt terrorist assets. They include our neighbors Canada and Mexico; long-time friends France, Great Britain, Germany, and Japan; new friends China and Russia; and scores of other Muslim and non-Muslim nations—all of whom are excited by the prospects of ending the threat of international terrorism.
- Nineteen NATO nations invoked Article V of the NATO Charter declaring an attack on one as an attack on all.



The famous statue of the Wall Street bull was decorated with American flags, Monday, September 17, 2001, when the stock market reopened for the first time since the WTC terrorist attacks. National Guard continued to patrol the neighborhood. Source: Associated Press

- The Organization of American States (OAS) invoked the Rio Treaty, obligating signatories to consider an attack against any member as an attack against all.(14)

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*"The series of barbaric terrorist acts, directed against innocent people, has evoked our anger and indignation . . . There is no doubt that such inhuman actions cannot be left unpunished. The whole international community must rally in the fight against terrorism."*

Vladimir Putin (b. 1952)  
Russian president

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## Domestic Responses

Domestic responses included the mobilization of up to 50,000 National Guard and Reserve personnel for port operations, medical and engineering support, and home defense. A new Cabinet-level Office of Homeland Security, headed by former Pennsylvania governor Tom Ridge, was established to coordinate the nation's efforts to minimize the possibility of future attacks. The U.S. State Department's Rewards for Justice program offered rewards of up to \$25 million for information leading to the arrest or conviction of those who have committed or are planning acts of international terrorism.

The New York City and Washington, D.C. skies were patrolled 24/7 by F-15 and F-16 fighter aircraft flown by members of the Air National Guard. Although the planes can fly at speeds of 1,600 mph or more, they ordinarily fly at 0.9 Mach speeds to avoid sonic booms. At that speed, a run from Washington to New York takes 18 minutes. Other pilots flew random patrols over a dozen other major urban areas.(15)

Evidence compiled since September 11 and shared with UN and NATO officials point the finger of guilt at Saudi-born Osama bin Laden and his al Qaeda network as the terrorists who trained and financed the perpetrators of the World Trade Center and Pentagon attacks. Sheltered by Afghanistan's

Taliban rulers, who seized power in 1996, bin Laden and his associates were able to operate freely within that nation's borders and even to set up terrorist training camps there. When the Taliban refused U.S. demands to turn bin Laden over to them, an armada of American warships, planes, specially-trained U.S. and British military commandos, and, subsequently, U.S. Marines were sent to the region to assist in their removal from Afghanistan's leadership.

During subsequent military actions, U.S. planes dropped not only bombs, but over \$500 million of food and other humanitarian relief supplies for the Afghan people. An estimated 5 million refugees, most of them fleeing the fighting and despotism of their country's former Taliban rulers, were largely concentrated in squalid makeshift camps along the Afghanistan-Pakistan border. The emergency supplies and food air-drops were replaced by shipments by trucks during the final days of combat in Afghanistan.

President Bush asked all U.S. children to help by contributing \$1 to America's Fund for Afghan Children. Hundreds of thousands of letters poured into the White House, each containing coins and/or paper currency. The American president was careful to emphasize that these efforts to end this immediate terrorist threat were supported by more than 1 billion Muslims throughout the world—and another 7 million residing in the United States. Both Muslims and their non-Muslim neighbors have been victimized in the past by terrorism; and all stand to gain from removal of this threat.

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*"This conflict was begun on the timing and terms of others. It will end in a way and at an hour of our choosing."*

George W. Bush (b. 1946)  
43rd president of the United States

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## Responses by the American People

For most Americans and for friends throughout the world, the initial emotions were shock, revulsion at the inhumanity of terrorists, and sadness. They knew all too well that terrorism was no longer a brief report from a distant location on the evening news. International terrorism in all its ugliness had come to America.

But these emotions were slowly replaced as Americans began to demonstrate their patriotism—and their concerns for the victims and their families. And a nation characterized by plurality quickly coalesced as one.



"America United" and "Now We Are One"—slogans appearing on t-shirts and bumper stickers—reflect the unanimity of Americans of every region, cultural background, and religion. The nation created by diverse people was drawn closer together in a time of tragedy.

## Helping the Victims

Among the first answers to the question “What can I do to help” were donations: money, blood, and personnel. Donations to the Red Cross and other relief organizations set up to help meet the needs of victims, families, and neighborhoods affected passed the \$1.2 billion mark by 2002. As the following illustration shows, major firms like Discover Card raised \$5 million for the relief efforts by contributing portions of card member charges. Popular singers and actors donated their services at benefit concerts such as “The Concert for New York City” to raise additional funds.

A New York firefighter action figure, part of Fisher-Price’s Rescue Heroes line of action figures, sold briskly. All proceeds from sale of the doll—over \$1 million—were donated to firefighter charities.(16)

More than 1 million Americans made an even more personal contribution. In all, they donated 1.2 million pints of blood.

## Every Day Is Flag Day

American flags were everywhere. On cars, on suit lapels, on t-shirts, as Christmas tree ornaments, and affixed to shops, office buildings, and automobiles. Manufacturers struggled to keep up with demand.(17) Romanian journalist Cornel Nistorescu was in New York City on September 11 and he later recorded his observations:

*After the first moments of panic, they raised the flag on the smoking ruins. They placed flags on buildings and cars as if, in every place and on every car, a minister or the president was passing. On every occasion, they started singing their traditional song, God Bless America.*

A Discover Card advertisement featuring a background of repeating words related to everyday necessities and items, such as "SARY GIFT TUBE SOCKS LUNCH AT THE DINER", "PLE OF CD'S NOVEL SCHOOL SUPPLIES MOVIE", "ICKETS HOTEL ROOM BIKE HELMET SKI GLOV", "AIRCUT GROCERIES GRILL UTILITIES VIDEO", "YM MEMBERSHIP SPATULA TOOTH PASTE WA", "ASEBALL HAT GREEN FEES PANCAKE BREAK", "JWEL GARDEN HOSE BIRD SEED TOILETRIES", "FOOD LUMBER CHILDREN'S BOOK VACUUM CI", "NDERWEAR CONTACTS BATTERIES BOTTLED", "LM COFFEE BEANS WIND CHIMES SHAMPOO", "RCHOAL THROW RUG COLD MEDICINE SKETCH I", "ENNIS SHOES DESK LAMP USED JACKET ANN", "SARY GIFT TUBE SOCKS LUNCH AT THE DINER", "PLE OF CD'S NOVEL MOVIE TICKETS HOTEL R", "AIRCUT GROCERIES GRILL UTILITIES VIDEO", "YM MEMBERSHIP SPATULA TOOTH PASTE WA", "ASEBALL HAT GREEN FEES PANCAKE BREAK", "JWEL GARDEN HOSE BIRD SEED TOILETRIES", "FOOD LUMBER CHILDREN'S BOOK VACUUM CI", "NDERWEAR CONTACTS SCHOOL SUPPLIES BA", "OTTLED WATER FILM COFFEE BEANS WIND C", "HAMPOO CHARCOAL THROW RUG COLD MEDIC".

At the bottom, there is a small image of an American flag and the following text:

**YOU'D BE SURPRISED HOW MANY WAYS THERE ARE TO HELP.** Every time you use your Discover Card, we'll make a donation to America's relief efforts, until we reach our goal of 5 million dollars. Just by doing what you do everyday, you can help the families and victims of September 11. For more information, or to request your own Discover American Flag Card, call 1-800-347-3026 or go to [Discovercard.com](http://Discovercard.com).

Cardback Bonus Program • Low APR • No Annual Fee

A poster for "The Concert for New York City" featuring a silhouette of the Statue of Liberty. The text on the poster includes:

**A SALUTE TO NYC'S STRENGTH, RESILIENCE AND PRIDE  
BENEFITING THE VICTIMS AND HEROES OF THE SEPT 11TH TRAGEDY**

HONOREES INCLUDE MEMBERS OF FDNY, NYPD, RELIEF WORKERS AND THEIR FAMILIES

MARC ANTHONY ★★ ★★ BON JOVI ★★ ★★ JIM CARREY ★★  
 ★★ ★★ ERIC CLAPTON ★★ ★★ ★★ ★★ JOHN CUSACK ★★  
 ★★ ★★ MELISSA ETHERIDGE ★★ ★★ FIVE FOR FIGHTING ★★  
 MICHAEL J. FOX ★★ GOO GOO DOLLS ★★ ★★ MACY GRAY ★★  
 ★★ ★★ INDIA ARIE ★★ MICK JAGGER ★★ ★★ ★★ BILLY JOEL ★★  
 ★★ ★★ DENIS LEARY ★★ ★★ PAUL McCARTNEY ★★  
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 ★★ ★★ SUSAN SARANDON ★★  
 ★★ ★★ DAVID SPADE ★★ ★★  
 ★★ ★★ JULIA STILES ★★  
 ★★ ★★ JAMES TAYLOR ★★  
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Additional funds were raised for the relief effort by profit-seeking firms like Discover Card and from ticket sales and contributions collected at entertainment concerts where actors and musicians contributed their services.

A few traditions were modified for the times. One such tradition is the singing of the song “Take Me Out to the Ball Game” between the top and bottom half of the seventh inning at baseball games (the so-called seventh inning stretch). For the remainder of the year, the song was replaced by *God Bless America* and everyone—fans, players, and umpires alike—removed their caps and hats and stood at attention.

### *George W. Bush and Rudolph Giuliani: Crisis Managers*

In the aftermath of September 11, President George W. Bush, who only a few months earlier had eked out one of the closest presidential victories in American history, proved himself a worthy holder of the office. Throughout the ordeal, Bush seemed to grow in stature, beginning with his appearance at the ruins of the World Trade Center. Using a bullhorn, he spoke about sacrifice, suffering, and ultimate victory over terrorism to relief workers, firefighters, and police officers working at what came to be known as *ground zero*. Tears filled his eyes as they responded with the chant “U-S-A, U-S-A.”

Bush and his administration quickly proved adept at allaying the nation’s fears about further attacks and in assembling a coalition of nations willing to be allies in the war on international terrorism.

In the final months of his term, New York Mayor Rudy Giuliani became most Americans’ conception of an ideal mayor. In the hours and days following the attacks, Giuliani seemed to be everywhere, always conveying a caring demeanor to relief workers, the citizens of his city, and to the news media. Almost a month following the bombings, he rushed to the borough of Queens after learning about the crash of still another American Airlines flight, this one en route to the Dominican Republic. He quickly implemented his city’s crisis plan, temporarily shutting down flights at nearby LaGuardia, Kennedy, and Newark airports and closing bridge traffic. Although onlookers shuddered at the possibility that this latest disaster might be terrorist linked (it wasn’t), they were comforted by their realization that the people in charge were both competent and decisive.

Giuliani attended so many funerals for firefighters and police officers—as many as six every day—that reporters asked him why. His response:

*“I want these men’s children to grow up and be able to say, ‘My father was such an important man that the mayor of New York came to his funeral.’”*

### **Amid Shock, Derisive Laughter**

Americans, still reeling from the shock of the September attacks, soon learned that a major radio and TV station chain, San Antonio-based Clear Channel Communications, was distributing a list of about 150 songs deemed lyrically inappropriate. Some, like The Gap Band’s “You Dropped A Bomb on Me,”—and others dealing with fires and plane crashes—seemed appropriate choices to put on temporary hold.

But what produced scorn about such censorship were other tunes on the list, songs like:

- John Lennon’s “Imagine;”
- “Peace Train” by Cat Stevens;
- Simon & Garfunkel’s haunting “Bridge Over Troubled Water;”
- “Blowing In the Wind” by Peter, Paul, & Mary; and even
- Louis Armstrong’s inspirational “What a Wonderful World.”

Clear Channel representatives quickly pointed out that the list did not come from corporate headquarters, but from an individual programmer who forwarded it to other stations. They also stated that the memo was a suggested list, not an outright ban.

Source: list reported in Julie Schlosser, “Aftermath: Radio Free America?” *Fortune*, October 15, 2001, p. 44.

## Plan of the Book

The following six chapters examine the impact of recession and the terrorist attacks on the economy and on specific business topics. We begin this coverage in Chapter 2 with a macroeconomic approach, assessing the impact of the recent recession on both the domestic economy and the global environment. Topics analyzed in this chapter include how the budget surplus vanished; pulling the economy out of the doldrums; using monetary and fiscal policy to stimulate the economy; and rebuilding New York City. Subsequent chapters will examine social responsibility, ethics, and global forces affecting business; management; human resources; marketing; the role of technology in managing information and improving security; and managing financial resources, accounting, and risk management.

## DISCUSSION

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At the end of each upcoming chapter, you will find discussion questions. You can work in small groups to discuss one or more of the questions and then share the results with everyone. Or, you can key individual responses to the questions.

Regardless of the way you use these materials, it is important to note that ongoing economic, social, management, technological, and accounting changes will occur as a result of that fateful September 11 day. Understanding the implications on our lives and our businesses will enable us all to move forward.