Historical Crisis: President George Bush’s Cabinet and Advisory - Post 9/11

Chair: Hayden Jennings ’21
Rapporteur: William Tran ‘22
Dear Delegates,

Welcome to CAMUN’s simulation of President George W. Bush’s post-9/11 cabinet and advisory. My name is Hayden Jennings, and I’m more than thrilled to be your chair for this committee. I’m a junior at Concord Academy, and just returned from a fall semester in New York City. My rapporteur, Will, is a sophomore, and an experienced delegate.

The events of September 11th, 2001, are far from an easy topic to discuss. Individuals in our generation were either too young to truly understand what happened that day, or weren’t born. There’s a disconnect from the events of this day for many of us; some may not even know what happened. On the other hand, our parents, teachers, coaches, and mentors can all remember exactly where they were and what they were doing when the attacks took place. It’s an extremely emotional and complicated subject for many.

Bearing this in mind, this committee will require a sensitivity that many traditional committees do not. We urge all to approach this process of research and simulation with maturity. This committee, we hope, will help educate and begin a dialogue not only on the events of September 11th, but also on the Executive Branch, Islamophobia, the War on Terror, and what it means to have a free country.

The committee you are about to immerse yourselves in, through simulation and research, is one that will require hard work. American politics, especially the politics of the September 11th attacks, are complicated, controversial, and well documented. As you look at your character, we encourage you to research widely, watch video footage of your character (if available), and look into the many aspects of their role in the Executive Branch. The more versed you are in the powers your character holds, the more engaging the committee will be. If you are a new delegate, welcome to Model UN! CAMUN is primarily a training conference, so we hope you won’t be nervous about putting yourself out there in this committee.

The two of us hope for an educational and engaging committee session. We are both happy to answer any questions you might have during your research period. In order to make debate be as productive and fun as possible, all delegates should email us a position paper prior to the conference. If you would like feedback on your paper, please submit it by Wednesday, April 1st. Good luck with your research!

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Together representing President George W. Bush
Al-Qaeda

The roots of al-Qaeda were planted from 1979-1989, through the formation of rebel fighting groups in Afghanistan, during the Afghan-Soviet War. The Soviet Union was backing the communist government in Afghanistan, causing a jihadist resistance to form. These rebel cells were at first largely funded, then later led and unified, by Osama bin Laden. With some funding from the USA, bin Laden helped lead these groups against the Soviet invaders. Formally organized in 1989, al-Qaeda hoped to bring their jihadist war to a global scale.

After the war, the Saudi regime that now ruled Afghanistan exiled Bin Laden and ended his Afghan citizenship in 1994. Moving operations to Sudan, Bin Laden’s terrorist organization set their sights on the United States as their primary target. In the early years of the terrorist group’s life, the organization would take responsibility for the attack on two Black Hawk helicopters during the Battle of Mogadishu in Somalia in 1993. That same year, al-Qaeda would take responsibility for another attack: the 1993 World Trade Center bombing. In 1995, the organization used a car bomb to attack a United States military building in Saudi Arabia.

In 1996, bin Laden was exiled from Sudan, and returned to Afghanistan. Under the protection of the Taliban, al-Qaeda was able to grow their numbers by providing military training to new Muslim recruits. That same year, bin Laden declared a fatwa, a formal interpretation of Islamic law given by a qualified Muslim scholar, which he titled “A Declaration of War Against the Americans Occupying the Land of the Two Holy Places”.

The terrorist group continued their jihad against the United States with the 1998 bombing of US embassies in Kenya and Tanzania. That same year, bin Laden issued another fatwa against the United States, Israel, and other allies. In 2000, al-Qaeda attacked the USS Cole destroyer in Yemen, and killed 17 American sailors.1

The 9/11 Attacks

On September 11th, 2001, al-Qaeda attacked the United States again, in their most deadly attack to date. Nineteen members of al-Qaeda hijacked four commercial airplanes, and crashed three of them into strategic targets: two into the Twin Towers of New York City, one into the Pentagon in Arlington, Virginia, and one headed for Washington D.C. but crashed in an empty field in Pennsylvania. 2,977 people from 93 nations were killed that day.

The attack on the World Trade Center complex, or the Twin Towers, started at 8:46 AM, when Flight 11 crashed into the North Tower. At 9:03 AM, Flight 175 struck the South Tower. The fires that

1 https://www.history.com/topics/21st-century/al-qaeda
ensued severely damaged the steel structures of the towers, and both of them collapsed. The attack in New York City killed over 2,000 people.²

At 9:45 AM, in Washington D.C., Flight 77 crashed into the west side of the Pentagon. This impact again caused a structural fire that caused a collapse of part of the Pentagon. 125 military workers died in the attack, and all 65 passengers on the plane were killed as well.

While these events were unfolding, the passengers of Flight 93, scheduled for California, were delayed at the airport in Newark. As a result, they knew about the other attacks. 40 minutes into their flight, the al-Qaeda hijackers informed them that the flight would not be returning to an airport. A group of passengers and flight attendants quickly devised a plan to take back control of the plane. Equipped with a fire extinguisher and hot water from the galley, the group fought the hijackers in the cockpit. During the fight the plane spiraled downwards, crashing into a rural field in western Pennsylvania, killing all 44 people aboard.³

**Goals of the Committee**
The events of this committee will begin on September 11th, 2001, following the collapse of the second Twin Tower, at approximately 10:30am. President Bush and his advisors must decide on a plan to present to Congress, and respond to events that unfold during the crisis. The goal of this Cabinet and Advisory meeting is to outline the necessary steps the government should take, as well as dealing with the immediate aftermath.

**Bush Cabinet and Advisory (September 2001)**

**Presidential Cabinet Members:**
- **Vice President, Dick Cheney:** Mr. Cheney is in his first year serving as the Vice President under the Bush Administration. *Vice President Cheney can use Executive Privilege (access to any piece of information at his discretion)*
- **Secretary of State, Colin Powell:** Former Chairman of the Joint Chiefs of Staff, the highest rank in the United States Armed Forces, Secretary Powell is an experienced four-star general and military advisor. Despite his previous military background, Secretary Powell now, as Secretary of State, takes a less militarized approach to foreign policy. *As head of foreign relations, Secretary Powell will have the portfolio power to meet with other countries during the committee.*
- **Secretary of Defense, Donald Henry Rumsfeld:** First serving under President Ford, he once again heads the United States Armed Forces, second only to President Bush in the chain

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² [https://www.911memorial.org/911-faqs](https://www.911memorial.org/911-faqs)
³ [https://www.history.com/topics/21st-century/9-11-attacks](https://www.history.com/topics/21st-century/9-11-attacks)
of military command. Secretary Rumsfeld has the portfolio power to command the United States military. All of it.

- **National Security Advisor, Condoleezza Rice:** A Stanford professor and expert in Soviet and East European affairs, Dr. Rice had served in George H. W. Bush’s administration from ’89-91, and helped him develop policies in favor of German unification. George W. Bush appointed her as National Security Advisor in December 2000. *While the National Security Advisor does not have line or budget authority over either the Department of State or the Department of Defense, they serve as an honest broker of policy options for the President.*

- **White House Chief of Staff, Andrew Card:** Prior to this position, Card served under Reagan as Director of Intergovernmental Affairs, then as Secretary of Transportation under George H. W. Bush. In addition to Chief of Staff, Card is also head of George W. Bush’s White House Iraq Group. *The Chief of Staff mainly advises the president, manages all White House staff, controls who has access to the President, and negotiates with Congress.*

- **White House Press Secretary, Ari Fleischer:** Fleischer had previously served as press secretary for a senator and then as communications director for a number of republican election campaigns. As press secretary, Fleischer was a prominent advocate for invading Iraq, and made numerous exaggerated and misleading claims about Iraq in the lead-up to the Iraq War, including the false claim that Saddam Hussein had connections to Al Qaeda. *The press secretary interacts with the media, generally in a daily press briefing, and fields questions from the White House press corps.*

- **Secretary of the Treasury, Paul H. O’Neill:** Prior to this position, Secretary O’Neill worked as chairman and CEO of the Pittsburgh industrial giant Alcoa. He also served as chairman of the RAND Corporation, a military think tank organization. As Secretary of the Treasury, he works to ensure that America’s economy remains stable. *Secretary O’Neill has access to all financials and costs of any action taken by the United States government, past or present.*

- **Attorney General, John Ashcroft:** Initially from Missouri, John Ashcroft has served multiple offices in his home state: Attorney General, Governor, and Senator. *As Attorney General, Ashcroft can guide the committee away from unlawful actions, and order criminals to trial.*

**Senior Non-Cabinet Officials:**

- **CIA Director George Tenet:** in charge of managing, collecting, and understanding foreign intelligence, Mr. Tenet was previously deputy director of the CIA. He now holds the highest position in the Bureau. *Director Tenet has full access to all foreign intelligence.*

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• **FBI Director Robert M. Mueller**: Robert Mueller is in charge of gathering domestic intelligence that threatens the US. He was unanimously confirmed to this position by the senate. He previously served the nation in various roles, from Marine to Assistant Attorney General.\(^7\) *Director Mueller has full access to all national intelligence.*

• **Ambassador to the UN, John Negroponte**: Previously, John Negroponte was ambassador to Honduras, Mexico, and assistant secretary for environment, oceans, and fisheries. His nomination was ratified four days after 9/11, but for the purposes of this committee, his nomination will have been ratified right before 9/11.\(^8\) *Ambassador Negroponte can meet with any UN official or ambassador. He also can advocate for the use of UN military force.*

• **NSA Director, Lt. General Michael Hayden\(^9\)**: Lt. General Hayden is responsible for collection and processing of foreign and domestic data and intelligence. He was previously a Lieutenant General and commander of the Air Intelligence Agency. *Lt. General Hayden has direct access to intelligence from all US agencies. As a former commander of the Air Intelligence Agency, he can perform aerial spying and reconnaissance.*

• **Commissioner of Internal Revenue, Charles O. Rossotti**: Commissioner Rossotti ensures that US citizens are paying their taxes and that the US government is sufficiently funded.\(^10\) *For the purposes of this committee, Commissioner Rossotti has direct access to data and tax records of all US citizens.*

Non-cabinet Military Officials:

• **Commander in Chief of US Strategic Command, Admiral Richard W. Mies**: In charge of global command and control of US forces to provide military options for the President. He previously commanded Submarine Group 8.\(^11\) *Admiral Mies has full access to military intelligence and complete command over Submarine Group 8.*

• **Commander of the US Central Command, General Tommy Franks**: In charge of the US military presence in the Middle East. He has held many positions in the Army, including commanding the US Third Army.\(^12\) *General Franks has priority and immediate control over troop movement in the Middle East. He also has control over the US Third Army; control which is only superseded by Secretary Rumsfeld, or the committee.*

• **Commander of US Special Operations Command, General Charles R. Holland**: In charge of US special forces and joint operations among them. He had previously been in the


\(^8\) *Our man in Honduras* (Stephen Kinzer for *The New York Review of Books*, September 20, 2001)

\(^9\) Ricks, Thomas E.; Linz, Dafna (May 7, 2006). "Hayden Faces Senate and CIA Hurdles If Named". *Washington Post*

\(^10\) https://en.wikipedia.org/wiki/Charles_O._Rossotti


Air Force, flew over 100 combat missions, and commanded two wings. General Holland is in charge of, and has full access to, US special forces and their resources. He is also in control of an Air Force wing.

- **Federal Aviation Administration Manager, Ben Sliney**: This is his first day on the job. As FAA Manager, Director Sliney has complete control over American airspace.

**New York City Officials:**

- **Mayor of New York City, Rudy Giuliani**: Before holding this office, Rudy Giuliani had been an attorney, and had run for political offices multiple times. Giuliani has control over the workings of NYC and the NYPD. He may also bring any resident of NYC to trial.

- **Governor of New York, George Elmer Pataki**: Gov. Pataki has a history of serving the state of New York in political office. He is also in control of New York’s national guard. Governor Pataki has complete control over New York State, and the New York National Guard.

**Questions to Consider**

1. How do you think the US government should respond to these attacks?
2. How do you think the American people want the US to respond?
3. How should we marshall the forces of our allies who have offered support?
4. How do the fundamental ideals that America was built upon relate to our response?
5. How can you use your portfolio powers to serve this committee, serve this country, and (perhaps covertly) serve your own interests?
6. Are there other motivations, besides the events of 9/11, at play in your response to this crisis?

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13 United States Committee on Armed Services (2001). Nominations before the Senate Armed Services Committee, second session, 106th Congress.


15 "Elected Mayors of New York City". NYC.gov. Archived from the original on October 12, 2007