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-- Presidents' Panel – Michael Golden --

*How To Succeed In A Changing
Marketplace and Business Culture*



Michael Golden

Vice Chairman & Senior VP

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The New York Times

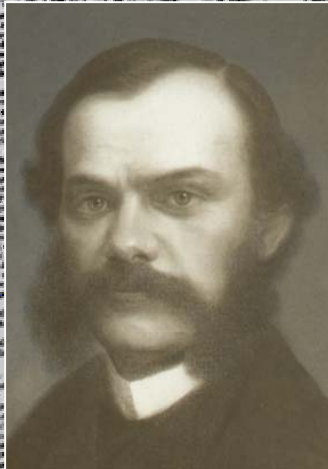
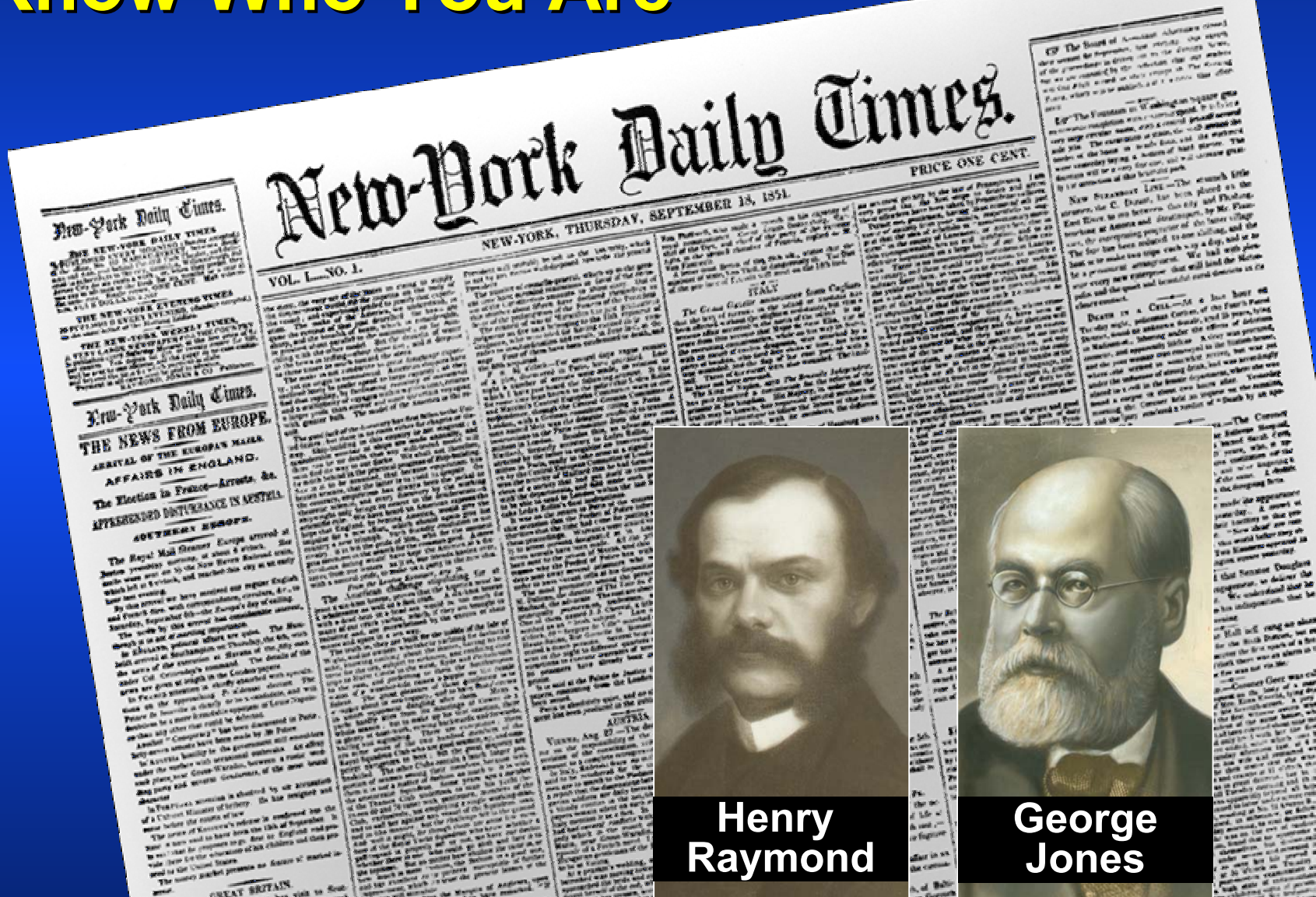
FROM THE NEWSPAPER AGE TO THE INFORMATION AGE

1851 - 2003

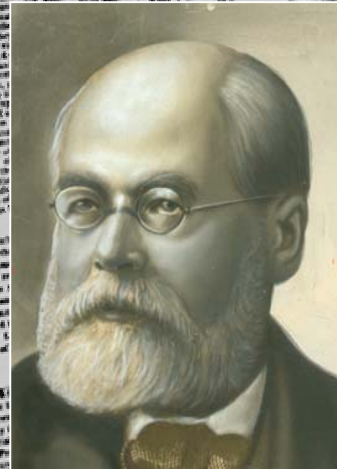


Competitive Advantage #1

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Henry Raymond



George Jones

Without Fear or Favor

“It will be my earnest aim that
The New York Times *give the news,*
all the news, in concise and
attractive form, in language that is
parliamentary in good society to
give the news impartially, *without*
fear or favor, regardless of any
party, sect or interest involved.”



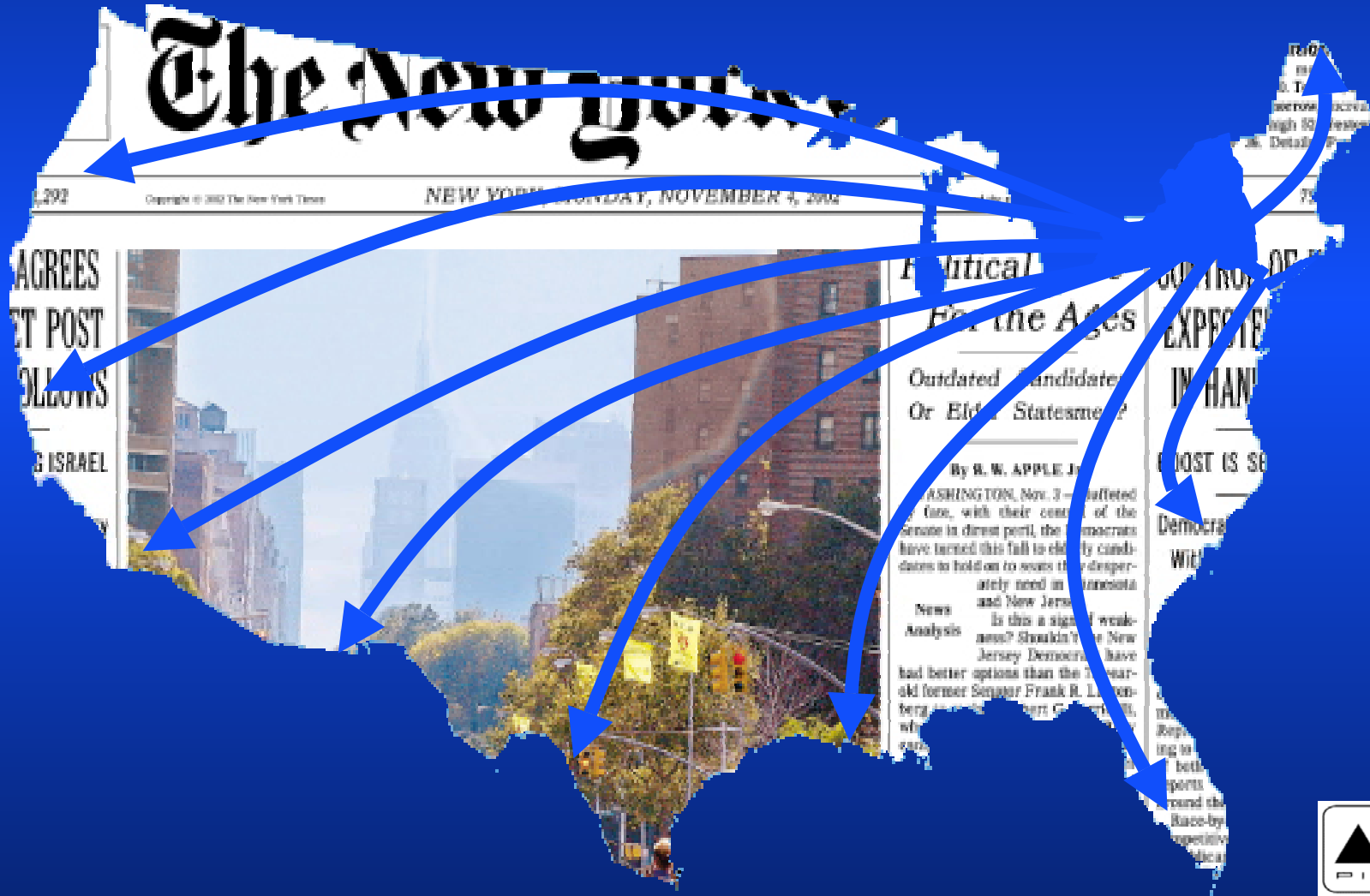
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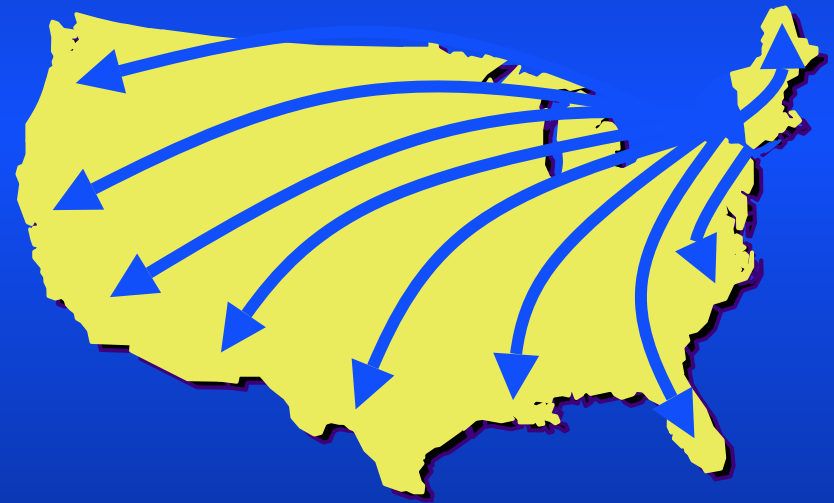
Competitive Advantage #2

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Achieving Our National Ambitions

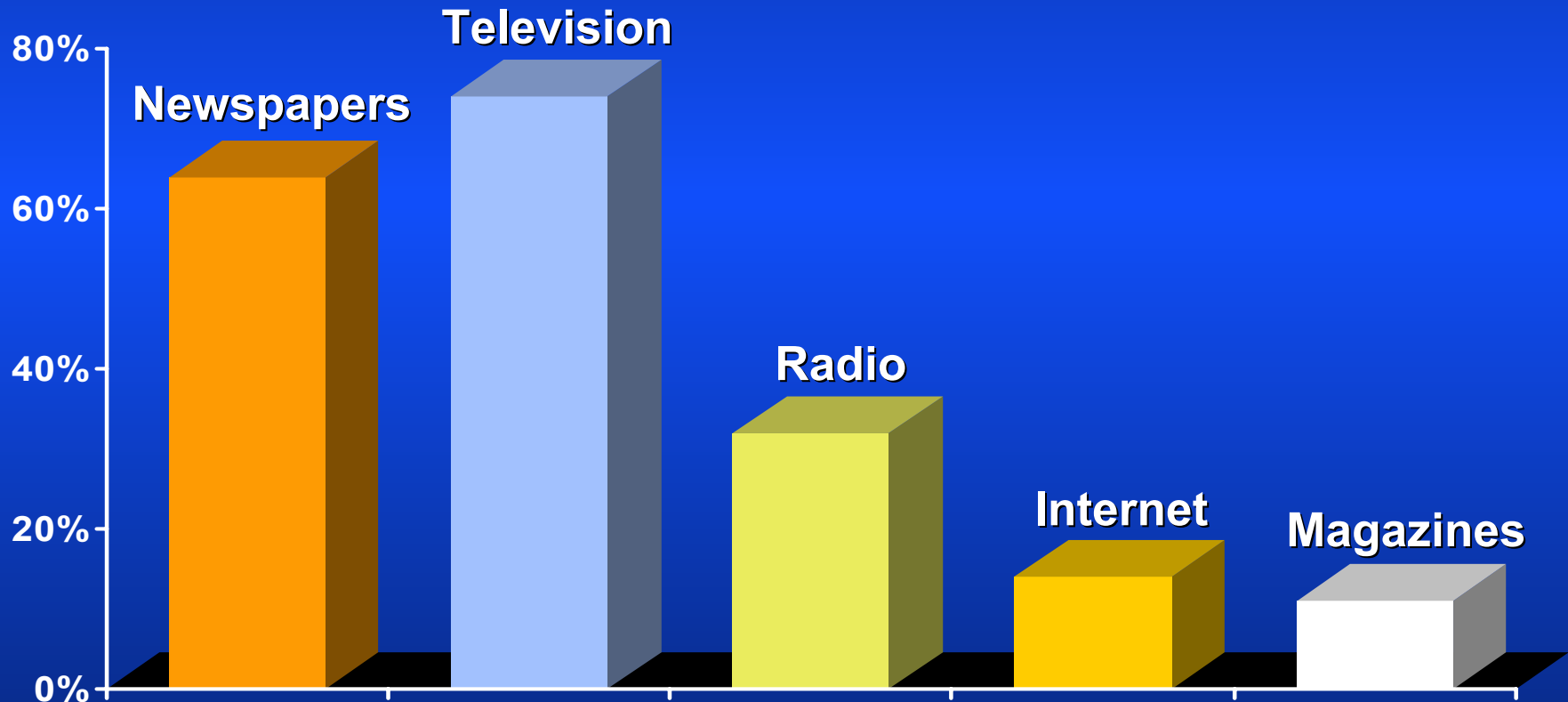
- Identify new readers
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Competitive Advantage #3

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Importance of News and Information Sources Among Times Loyalists



Create a Long-Term Strategy That Marries Goals with Strengths

Competitive Advantage #4

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Video	Television	Branded and Non Branded Programming, Discovery
Internet	Web Sites	Times NYTimes.com

The Boston Globe

Spurs beat Nets, 88-77, to win NBA title Furyk captures US Open — D1

VOLUME 263
NUMBER 167
50 cents
75 cents beyond
30 miles from Boston

The Boston Globe

MONDAY, JUNE 16, 2003

SUN AND GAMES

Today: Sunny and cool,
High 64-69

Tomorrow: Sunny and warmer,
High 72-77

High tide: 12:53 a.m., 1:36 p.m.

Full report: Page B12

John F. Kerry (CANDIDATE IN THE MAKING)

Heroism, and growing concern about war

Second of seven parts

By Michael Kranish

GLOBE STAFF

The Christmas Eve trace of 1968 was three minutes old when mortar fire exploded around John Forbes Kerry and his five-man crew on a 50-foot aluminum boat near Cambodia. "Where is the enemy?" a crewmate shouted.

In the distance, an elderly man was tending his water buffalo — and serving as human cover for a dozen Viet Cong manning a machine-gun nest.

"Open fire, let's take 'em," Kerry ordered, according to his second-in-command, James Wasser of Illinois. Wasser blasted away with his M-60, hitting the old man, who slumped into the water, presumably dead. With a clear path to

the enemy, the fusillade from Kerry's Navy boat, backed by a pair of other small vessels, silenced the machine-gun nest.

When it was over, the Viet Cong were dead, wounded, or on the run. A civilian apparently was killed, and two South Vietnamese allies who had alerted Kerry's crew to the enemy were either wounded or killed.

On the same night, Kerry and his crew had come within a half-inch of being killed by "friendly fire," when some South Vietnamese allies launched several rounds into the river to celebrate the holiday.

To top it off, Kerry said, he had gone several miles inside Cambodia, which theoretically was off limits, prompting Kerry to send a sarcastic message to his

superiors that he was writing from the Navy's "most inland" unit.

Back at his base, a weary, disconsolate Kerry sat at his typewriter, as he often did, and poured out his grief. "You hope that they'll court-martial you or something because that would make sense," Kerry typed that night. He would later recall issuing court-martial as "a joke," because nothing made sense to him — the war policy, the deaths, and his presence in the middle of it all.

To his crew, Kerry was one of the most daring skippers in the US Navy, relentlessly and courageously engaging the enemy. But the battles and moral dilemmas were in shades of gray, and Kerry to this day wrestles with the scenes of death he commanded.

KERRY, Page A10



John F. Kerry was the decorated skipper of a Navy boat in Vietnam.

Keating to quit board on sex abuse

Stands by his criticism of some bishops' secrecy

By Michael Paulson

GLOBE STAFF

Former Oklahoma governor Frank Keating, who triggered controversy last week by comparing the actions of some Catholic bishops to those of a secretive criminal organization, is now planning to resign from the national lay review board studying the scope and causes of the clergy sexual abuse crisis within the Catholic Church.

Keating, who is the chairman of the review board, will submit his resignation today or tomorrow, his spokesman, Daniel J. Mahoney, said in a telephone interview yesterday.

Keating had intended to leave the board soon anyway, but the controversy over his remarks has hastened an announcement, Mahoney said.

Keating's departure had been sought by other members of the lay board, who were concerned that his outspokenness had become a distraction. A devout Catholic who is a former FBI agent and federal prosecutor, Keating in an interview last week likened the actions of some bishops to the secretive ways of "La Cosa Nostra," the American branch of the Mafia. He singled out Los Angeles Cardinal Roger M. Mahony for a reluctance to disclose church documents to a grand jury investigating the sexual abuse of children by priests.

Mahoney said Keating stands by the comparison, which he made in an interview with the Los Angeles Times published Thursday. The newspaper reported Keating's intention to resign yesterday.

"He is disappointed and frustrated that there has been a negative reaction to his public comments, but he stands by the public comments," Mahoney said. "His use of the term 'La Cosa Nostra' was to illustrate the point that some bishops would rather do things in secret and have a code of secrecy. The governor does use strong, vivid language, but he does so to make a point."

Mahoney said Keating would resign in a letter to Bishop Wilton D. Gregory, the president of the US Conference of Catholic Bishops. Gregory, who appointed Keating to chair the board a year ago, yesterday declined to comment through a spokesman, Monsignor Francis J. Manis.



FRANK KEATING
Appointed last year

US seizes weapons, raises ire in raids in Iraq

By Stephen J. Glain

and Ellen Barry

GLOBE STAFF

FALLUJAH, Iraq — Coalition forces stepped up their counter-insurgency campaign yesterday with a multipronged raid on suspected Iraqi insurgents and illegal arms stores. The operation, however, seems to have generated as much antipathy as banned weapons and substances.

"The US Army came here to liberate us, but now they search us in a disrespectful way," said 45-year-old Karim Abd Salam, a retired Iraqi Army officer. "They went from being a friend to an enemy in a few days."

Recent US deaths in Iraq outnumber those in a year of occupying Afghanistan. A2.
Former insider criticizes Bush administration on counterterrorism. A3.



US troops searched Iraqi motorists at a checkpoint near Fallujah yesterday as the crackdown continued.

Hope is flowing again for Marsh Arabs

By Stephen J. Glain

GLOBE STAFF

QAIAH SALAH, Iraq — Something strange has surfaced in Iraq's once fertile southern marshlands: water. And much of it comes courtesy of Saddam Hussein, the very man who drained the region in the first place.

"I haven't drunk from the marsh for a decade," said Hashim Saed Mohammed, dipping his cupped hands in a shimmering tributary. "This is a result of the war and freedom. Thank God for the Americans."

After enduring years of oppression that included a methodical campaign to destroy their ancient habitat, Iraq's so-called Marsh Arabs are rejoicing in one of the great ironies of the US-led invasion of the country: Hussein, in a futile attempt to check the coalition advance on Baghdad, opened the same canals he dammed a decade ago to deprive the region of the river waters that once nourished it.

This has delighted an entire population of the Ma'lan people, as the Marsh Arabs are also known. But it concerns aid workers who were caught flat-footed by Hussein's maneuver. Having spent years appealing to the international community to reverse what the United Nations Environment Program called "one of the world's greatest environmental disasters," marsh specialists say the wetlands' snap revival could do more harm than good.

Encouraged by flooding in the Basra

In a series of prodrom assault, about 1,500 troops searched 15 buildings identified as militia headquarters and armories in this Sunni Muslim town, a suspected enclave for loyalists of former dictator Saddam Hussein and the site of numerous attacks on US troops. The raids were part of a larger operation dubbed "Desert Scorpion," which included surgical strikes on targets throughout Iraq.

The raids in Fallujah, a gritty town some 35 miles from Baghdad, were met with no resistance and lasted a shorter-than-expected three hours, US Army officers said. The raids coincided with the

boston.com

TELEGRAM & GAZETTE



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BUILD & PRICE
YOUR DREAM CAR OR TRUCK
Matthews Currie Ford

Stay clear of sea turtles
ANNA MARIA ISLAND -- The first sea turtle nest of the season was found and

Defense gets rough with Cook accusers
SARASOTA -- Defense attorneys on Wednesday attacked the credibility of two men who accuse elementary school principal Mark Cook of molesting them two decades ago.

Frustrated organizers may not hold '04 Newtown fest

SPORTS

- On the brink
- Pistons blow out Magic, hold T-Mac to 19
- Devil Rays lose election-filled contest



Attracting New Readers



Growth of National Expansion

New York Times Division Operating Profits 1996-2002





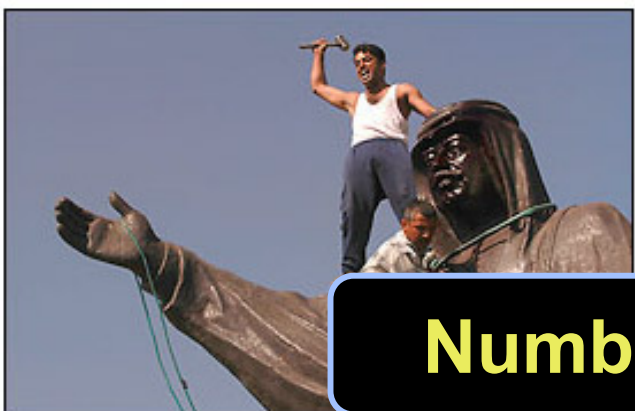
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Kurdish Fighters Seize Key Northern City



Patrick Barth/Getty Images

Army Seeks to Present Troops as 'Liberators'

Mob Kills Islamic Cleric

Arab Street Shifting Its

A Nation at War

COMPLETE COVERAGE

Baghdad: 2:53 AM, April 11
New York: 6:53 PM, April 10

DEVELOPMENTS
RUMSFELD Speaking to reporters after meeting with

Number one newspaper site

Record 30 million page views in March

14 million unique visitors in February

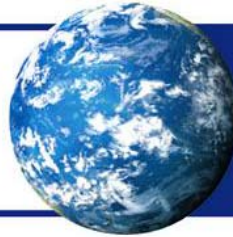
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- Arts
 - Books
 - Movies
 - Travel
 - NYC Guide
 - Dining & Wine
 - Home & Garden
 - Fashion & Style
 - Crossword/Games
 - Cartoons
 - Magazine

PM ET
Several hundred Kurdish fighters under the command of 100 American special force soldiers took control of the city.

Globetrotting Traveler Infected With SARS

MULTIMEDIA
Times Audio
Michael Wilson, with Task Force

Discovery



Times

C H A N N E L™

Launched March 25



Herald INTERNATIONAL **Tribune**

THE WORLD'S DAILY NEWSPAPER PUBLISHED BY THE NEW YORK TIMES

FRIDAY, FEBRUARY 7, 2003

EDITED IN PARIS AND PRINTED IN NEW YORK

Cruising along despite the virus

Late Edition
 New York: Today, periods of snow, high 34. Tonight, increasing breeze, colder, low 21. Tomorrow, ample sun then clouds, high 27. Yesterday, high 38, low 23. Weather map, Page D18.

ONE DOLLAR

The granddaddy of blabbermouths

Culture & More | 20



England surprised by cut in interest rates

London

The New York Times

NEW YORK, MONDAY, FEBRUARY 10, 2003

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"All the News That's Fit to Print"

VOL. CLII . . . No. 52,390

SHUTTLE TESTING SUGGESTED WINGS VULNERABLE

U.S. DEMANDS IRAQ SHOW COOPERATION BY THIS WEEKEND

POWELL ISSUES WA

Arms Inspectors P
 Gains but No
 in Talks

for the funeral of Shavekat Hajji Moshir, a minister of the Kurdish pe

Deadly Past Kurdish Is As In



Competitive Advantage #5

Stick to the Plan

1980's

"All the News That's Fit to Print"

The New York Times

LATE CITY EDITION

Weather: Windy and cold, chance of snow today; clear, cold tonight. Temperature today: High 9-12; low today 27-31. Details are on page 22.

VOL. CXXXI . . . No. 45,188

Copyright © 1982 The New York Times

NEW YORK, SATURDAY, JANUARY 9, 1982

35 CENTS

U.S. SETTLES PHONE SUIT, DROPS I.B.M. CASE; A.T.&T. TO SPLIT UP, TRANSFORMING INDUSTRY

NEW LAYOFFS PUSH U.S. JOBLESS RATE TO 8.9% FROM 8.4%

U.S. Drops Rule On Tax Penalty For Racial Bias

COURT HEARING SET

\$80 Billion Divestiture Is Required — Rises in

By STUART TAYLOR Jr.
Special to the New York Times

WASHINGTON, Jan. 8 — The Reagan Administration, reversing an 11-year-old Federal policy, announced today that it would no longer deny tax-credit status to private schools, colleges and certain other nonprofit institutions that practice racial discrimination.

The decision on the interpretation of the tax law will apparently exclude more than 100 schools and other organizations whose tax exemptions were revoked in the last decade in response to favorable tax treatment as charitable organizations. It is also expected to open the door to tax exemptions for many other private nonprofit schools that have never had them.

Justice and Treasury Department officials said that the reason for the policy change was that previous racial discrimination should be enforced by Congress, not the tax authority.

Several House Republicans, allowing tax exemptions to racially discriminatory institutions in the wake of the legal position the Justice Department took last September in a case involving a women's tennis center, said they would support tax exemptions for racially discriminatory institutions.

The department argued then that the Federal tax laws required the Government to deny tax exemptions to racially discriminatory institutions.

William F. Baxter, Attorney General, and Charles L. Brown, American Telephone Company, at a Web conference on the IBM

Thomas Barr, chief of International Bi Corporation, outside New York after the dropped its suit.

The job market in New York and New Jersey showed some weakness.

JAPAN WARS ON U. S. AND BRITAIN; MAKES SUDDEN ATTACK ON HAWAII; HEAVY FIGHTING AT SEA REPORTED



"All the News That's Fit to Print"

The New York Times

Late Edition

New York: Today, mostly cloudy; rain arrives, high 46. Tonight, rain, heavy at times, low 41. Tomorrow, rain ends, milder, high 63. Yesterday, high 44, low 36. Details, Page D8.

VOL. CLII . . . No. 52,428

Copyright © 1982 The New York Times

NEW YORK, THURSDAY, MARCH 20, 1983

ONE DOLLAR

BUSH ORDERS START OF WAR ON IRAQ; MISSILES APPARENTLY MISS HUSSEIN

DEFIANT RESPONSE

Iraq Leader Exhorts His People to Draw Arms Against Invaders

President Warns of Difficulty — Airstrikes on Baghdad

By DAVID E. SANGER with JOHN F. BURNS

WASHINGTON, Thursday, March 20 — President Bush ordered the start of a war against Iraq on Wednesday night, and American forces poised on the country's southern border and at sea began strikes to disarm the country, including an apparently unsuccessful attempt to kill Saddam Hussein.

Mr. Bush addressed the nation from the Oval Office at 10:15 p.m. Wednesday night, about 45 minutes after the first attacks were reported against an installation in Baghdad where American intelligence believed Mr. Hussein and his top leadership were meeting. "On my orders, coalition forces have begun striking selected targets of military importance to undermine Saddam Hussein's ability to wage war," the president said.

Speaking deliberately with a picture of his twin daughters visible behind him, he added, "These are opening stages of what will be a broad and concerted campaign."

Mr. Bush sought to tamp down expectations of a quick victory with few casualties by warning that the

Baghdad, which began just before first light there at 5:35 a.m., were an air raid siren followed by anti-aircraft fire and loud explosions over the city that appeared to be bombs. The anti-aircraft fire appeared to be ineffective.

At least one impact was visible about a half mile from the Rashid Hotel in central Baghdad, throwing a great cloud of dust into the air.

The initial round of explosions took place over a period of about 10 minutes and was followed by a lull. The first traffic of the day racing down the highway appeared to be drivers fleeing the attack.

It appeared that the war started earlier than the White House and top Pentagon officials had intended. During a nearly four-hour meeting at the White House late Wednesday afternoon — participants included Vice President Cheney, George Tenet, the director of central intelligence, Donald H. Rumsfeld, the secretary of defense, and Condoleezza Rice, the national security adviser — Mr. Bush decided to act on fresh intelligence indicating an opportunity to

2003



WW II



"All the News
That's Fit to Print"

The New York Times.

LATE CITY EDITION

Cloudy with showers today. Partly
cloudy and cooler tomorrow.
Temperature Today—Max., 64; Min., 47
tomorrow Today—Max., 64; Min., 47
tomorrow Today—Max., 64; Min., 47

Copyright, 1945, by The New York Times Company.

VOL. XCIV..No. 31,881.

Printed at Special Class Station,
Franklin, New York, U. S. A.

NEW YORK, TUESDAY, MAY 8, 1945.

THREE CENTS NEW YORK CITY

THE WAR IN EUROPE IS ENDED! SURRENDER IS UNCONDITIONAL; V-E WILL BE PROCLAIMED TODAY; OUR TROOPS ON OKINAWA GAIN

ISLAND-WIDE DRIVE

Marines Reach Village a
Mile From Naha and
Army Lines Advance

7 MORE SHIPS SUNK

Search Planes Again Hit
Japan's Life Line—
Kyushu Bombed

By WARREN MOSCOW

GUAM, Tuesday, May 8.—In an island-wide American advance on Okinawa yesterday, the First Marine Division drove south to the edge of Dakeshi Village, about a mile from Naha, the capital, straightening out the line on our right flank. In the center the Seventy-seventh Army Division used flame-throwing tanks for considerable advances, while the Sev-

The Pulitzer Awards For 1944 Announced

The Pulitzer Prize awards announced yesterday by the trustees of Columbia University included: For a distinguished novel, to "A Bell for Adano," by John Hersey; for an original American play of the current season, in "Harvey," by Mary Chase. Among the newspaper awards were those to Hal Boyle, Associated Press war reporter, for distinguished correspondence; to James B. Keeton of THE NEW YORK TIMES for his reporting of the Dumbarton Oaks Security Conference; to Joe Rosenthal, Associated Press photographer, for his photograph of marines raising the American flag at Iwo and to The Detroit Free Press for "distinguished and meritorious public service" in its investigation of legislative corruption at Lansing, Mich. Further details of the awards will be found on Page 16.

MOLOTOFF HAILS BASIC 'UNANIMITY'

GERMANY SURRENDERS: NEW YORKERS MASSED UNDER SYMBOL OF LIBERTY



GERMANS CAPITULATE ON ALL FRONTS

American, Russian and French Generals
Accept Surrender in Eisenhower
Headquarters, a Reims School

REICH CHIEF OF STAFF ASKS FOR MERCY

Doenitz Orders All Military Forces of Germany
To Drop Arms—Troops in Norway Give Up
—Churchill and Truman on Radio Today

By EDWARD KENNEDY
Associated Press Correspondent

REIMS, France, May 7.—Germany surrendered unconditionally to the Western Allies and the Soviet Union at 2:41 A. M. French time today. [This was at 8:41 P. M. Eastern Wartime Sunday.] The surrender took place at a little red school-

The New York Times

Late Edition

New York: Today, increasing clouds. High 62-67. Tonight, cloudy, breezy, showers likely. Low 51-57. Tomorrow, showers ending. High 58-63. Yesterday: High 68, low 48. Details on page B6.

VOL. CXXXVII... No. 47,298

Copyright © 1987, The New York Times.

NEW YORK, TUESDAY, OCTOBER 20, 1987

30 cents beyond 75 miles from New York City.

except on Long Island

STOCKS PLUNGE 508 POINTS, A DROP OF 22.6%; 604 MILLION VOLUME NEARLY DOUBLES RECORD

U.S. Ships Shell Iran Installation In Gulf Reprisal

Offshore Target Termed a Base for Gunboats

By STEVEN V. ROBERTS
Special to the New York Times

WASHINGTON, Oct. 19 — United States naval forces struck back at Iran today for attacks on American-registered vessels and other Persian Gulf shipping by shelling two connected offshore platforms that American officials said were a base for Iranian gunboats.

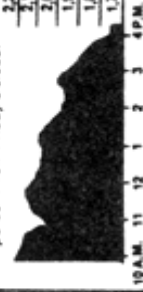
A few hours later, a naval commando detachment boarded a third platform five miles east of Bahrain at about 2 p.m. (7 A.M. Eastern daylight time), and communications equipment, Pentagon officials said.

A 20-Minute Warning

American officials said the attacking

A Huge Blow to the Five-Year Bull Market

Dow's Record Fall
Yesterday's close was down 22.6 percent from Friday's close.



The Dow Jones industrial average, which has been marching up since August 1982, began a dramatic fall last week that continued through yesterday when it closed at 1,738.74. Shown: Weekly close of the Dow.



Source: Knight-Ridder Tradecenter

The New York Times (Oct. 20, 1987)

Does 1987 Equal 1929?

By ERIC GELMAN

As stock prices soared this year, a Moore, director of the Center for Inter-chorus of pessimists warned that 1987 national Business Cycle Research at Columbia University.

was looking more like 1929, when a stock market crash helped to usher in the Great Depression. Yesterday, after

To be sure, there are some unsettling

WORLDWIDE IMPACT

Frenzied Trading Raises Fears of Recession — Tape 2 Hours Late

By LAWRENCE J. DE MARIA

Stock market prices plunged in a tumultuous wave of selling yesterday, giving Wall Street its worst day in history and raising fears of a recession.

The Dow Jones industrial average considered a benchmark of the market's health, plummeted a record 508 points, to 1,738.74, based on preliminary calculations. That 22.6 percent decline was the worst since World War I and far greater than the 12.82 percent drop on Oct. 29, 1929, that along with the next day's 11.7 percent decline preceded the Great Depression.

Since hitting a record 2,722.42 on Aug. 25, the Dow has fallen almost 1,000 points, or 36 percent, putting the blue-chip indicator 157.5 points below the level at which it started the year. With Friday's plunge of 108.35 points, the Dow has fallen more than 26 percent in



Components of the 1987 Plan

All the News That's Fit to Print
The New York Times
NEW YORK, THURSDAY, OCTOBER 26, 1987
\$10 CENTS

Welfare Law Weighs Heavy In Delta, Where Jobs Are Few

BY GUY BURGESS
A FEDERAL LAW that would require states to pay for the medical care of the disabled has become a major political issue in the South, where the unemployment rate is high and the economy is slow to recover from the recession.

1-1 Innings Later, Cleveland Wins Right to Face Florida in Series

Baseball's season ended in a game on Wednesday night when the American League's top team, the Cleveland Indians, defeated the Florida Marlins 1-0 in the first game of the National League's first-round playoff series.

Airborne Dust In Radar Center Disrupts Travel

WASHINGTON, Oct. 25 — An early morning dust storm in the Southwest disrupted air traffic and caused the closure of several airports, including Denver International, which was closed for several hours.

On Russian-Iranian Oil Deal, U.S. Sanctions May Backfire

WASHINGTON, Oct. 25 — An early morning dust storm in the Southwest disrupted air traffic and caused the closure of several airports, including Denver International, which was closed for several hours.

INSIDE

Housing Shows on Turban
The new year, however, has not been so good for the housing market. The National Association of Realtors reported that the number of homes sold in September was down 10 percent from the same month last year.

Special Team

Cher's Reaction
The singer's reaction to the news that she had been named one of the most beautiful women in the world was "I'm flattered, but I'm not sure I deserve it."

Sports Friday

Workweek Ends In \$20 Billion 15-18 Day, But That Would Be All in Stock

Marquee Matchup Turns to Ugly Mismatch

By Selena Roberts
June and July May Be Cold For Webber
W... The Mets' season ended in a game on Wednesday night when the American League's top team, the Cleveland Indians, defeated the Florida Marlins 1-0 in the first game of the National League's first-round playoff series.

Dining Out

By Selena Roberts
The new year, however, has not been so good for the housing market. The National Association of Realtors reported that the number of homes sold in September was down 10 percent from the same month last year.

The Arts

Childhood Recalled, In Color
Green, at the Center Of Spielberg's Memory
A Band Finds The Music In Its Music
The new year, however, has not been so good for the housing market. The National Association of Realtors reported that the number of homes sold in September was down 10 percent from the same month last year.

House & Home

Bad Things Happen To Good Houses
A White Elephant Reincarnated
The new year, however, has not been so good for the housing market. The National Association of Realtors reported that the number of homes sold in September was down 10 percent from the same month last year.

Circuits

Showtime, Microsoft Style
Hollywood's Gadget Factories
The new year, however, has not been so good for the housing market. The National Association of Realtors reported that the number of homes sold in September was down 10 percent from the same month last year.



Iraq Conflict

"All the News That's Fit to Print"

The New York Times

Late Edition
New York: Today, partly sunny, mild, high 43. Tonight, partly cloudy, clear, cloudy, low 43. Tomorrow, limited sunshine, a bit cooler, high 51. Yesterday, high 45, low 35. Details, Page B2.

VOL. CLII . . . No. 52,438 . . . Copyright © 1991 The New York Times . . . NEW YORK, SATURDAY, MARCH 22, 2003 . . . ONE DOLLAR

U.S. BOMBS RAVAGE TARGETS IN BAGHDAD; WAVES OF TROOPS SWEEPING SOUTH IRAQ

SUPPORT FOR BUSH SURGES AT HOME, BUT SPLIT REMAINS

Poll Indicates Deep Partisan Differences Over President and Handling of War

By ADAM NAGOURNEY and JANET ELDER

American support for President Bush's policy in Iraq has surged now that the war has begun, but there are deep partisan divisions in the nation's view of the conflict, according to the latest New York Times/CBS News Poll.

The poll found that 70 percent of Americans approved of Mr. Bush's handling of Iraq, an increase of 19 points in 18 days. The percentage of people who "disapproved" of Mr. Bush's Iraq policy dropped 15 points, to 27 percent, during that same period.

The nationwide telephone poll was conducted on Thursday evening, one day after allied forces made their first attack on Baghdad. It was completed before yesterday's prolonged and televised aerial bombardment of the Iraqi capital.

The increase in support for Mr. Bush's war policies is in keeping with the rallying around a "White House" that typically occurs at the onset of a national crisis.

But in this case, the sentiment is tempered by a striking difference in opinion between Democrats and Republicans about both the president and the war he began on Wednesday night.

While 63 percent of Republicans said they approved of Mr. Bush's handling of Iraq, just 50 percent of Democrats did. By contrast, President George Bush enjoyed overwhelming support, from Democrats and Republicans alike, for his Iraq policy at an equivalent point in the 1991 conflict: 84 percent of Republicans and 61 percent of Democrats



Surrenders by Iraqi Forces —
2 M

KUWAIT: Heavy South American support for President Bush's policy in Iraq has surged now that the war has begun, but there are deep partisan divisions in the nation's view of the conflict, according to the latest New York Times/CBS News Poll.

"All the News That's Fit to Print"

The New York Times

Late Edition
New York: Today, cloudy, a shower, high 43. Tonight, partly cloudy, drizzle, low 37. Tomorrow, sun then clouds, milder, high 54. Yesterday, high 48, low 36. Weather map is on Page D8.

VOL. CLII . . . No. 52,497 . . . Copyright © 1991 The New York Times . . . NEW YORK, WEDNESDAY, MAY 28, 2003 . . . ONE DOLLAR

Putin's Sure Hand Abroad Belies Problems at Home

By MICHAEL WINES

MOSCOW, May 27 — When President Vladimir V. Putin sidestepped a strong Russian state and imposed a "dictatorship of the law" over a sacrosanct rule. Back then, Mr. Putin headed a corrupt government, which, I say, preyed on Russia's Pacific fishing in-

fulminated through prosecution and, in and him from office — ing him fisheries min-

later, the fisheries mined in a corruption savaged for six months. Mr. Putin of Mr. Nazdratenko to him deputy secretarial security com-

nd decisive in public. He has own with world ill stripes. Mr. Putin mysteriously unable to global status and his polarity to dispense milt's Nazdratenko, carry out the past few ers into his rule, many er concluded that Mr. ward show of authority best balancing act icting interests. From political kingpins, who at: politics. But Rom-

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At a rally in Beijing, a woman handed out plastic bags to provide an alternative to spitting on the ground.

Hormone Use Found to Raise Dementia Risk

By DENISE GRADY

Hormone therapy doubled the risk of Alzheimer's disease and other types of dementia in women who began the treatment at age 65 or older, a large study has found.

The finding disappointed many researchers and doctors, who had hoped for the opposite result: that hormone therapy would prevent Alzheimer's disease.

SARS Forces Beijing to Fight An Old but Unsanitary Habit

By ELISABETH ROSENTHAL

BEIJING, May 27 — As Mr. Liu sped along the path at Bei Hai Park here, the rumbler in his throat became louder and more intense. A girl wearing a mask promoting the park's west gate.

"No one would dare spit in here these days — you'd get fined a lot and no one's paying wages," explained Mr. Liu, who declined to give his full name but said he had recently

Le Feng, the legendary Chinese sniffer and do-pooder, pressed bags into the palms of passers-by. At the gate of Bei Hai Park last weekend, pretty girls wearing sashes promoting the 2008 Olympics staffed a table where bags were dispensed.

The bags read: "Spitting on the ground is dangerous to your health, and spit contains infectious diseases. But with one small bag in your hands, your health will always be

JUSTICES, 6-3, RULE WORKERS CAN SUE STATES OVER LEAVE

GAIN FOR FEDERAL POWER

Court Majority Cites Sex-Role Stereotyping in Its Decision on Time Off for Family

By LINDA GREENHOUSE

WASHINGTON, May 27 — In a surprising break with its march toward states' rights, the Supreme Court ruled today that states can be sued for violating their employees' federally guaranteed right to take time off for family emergencies.

The vote to reject Nevada's claim to constitutional immunity from suit under the Family and Medical Leave Act was a decisive 6 to 3. Most unexpectedly, the author of the majority opinion was Chief Justice William H. Rehnquist, under whose leadership the court has produced a series of bitterly contested 5-to-4 decisions expanding the scope of the states' immunity from suit and, correspondingly, curbing the power of Congress to make federal law fully binding.

Justice Sandra Day O'Connor joined the chief justice in abandoning their allies in these earlier decisions, leaving Justices Anthony M. Kennedy, Antonin Scalia, and Clarence Thomas to dissent today. In addition to Justice O'Connor, Justices David R. Souter, Ruth Bader Ginsburg and Stephen G. Breyer joined Chief Justice Rehnquist's majority opinion.

Justice John Paul Stevens concurred separately. The decision affirmed a 2001 ruling by the United States Court of Appeals for the Ninth Circuit, in San Francisco.

The majority opinion today reviewed the recent Supreme Court rulings that minimized states from lawsuits by their employees for age discrimination and disability dis-

Unemployment Rate Rises To a 9-Year High of 6.1%

But Pace of Layoffs Slows in the Last 2 Months

By DAVID LEONHARDT

WASHINGTON, June 6 — The unemployment rate rose to 6.1 percent in May, its highest level in nine years, the Labor Department reported today, as the worst jobs slump since the early 1980's continued to spread across the economy.

Still, the pace of layoffs has slowed over the last two months, suggesting that the economy might have stabilized and could begin adding jobs this summer, forecasters said.

The economy has now lost almost 2.5 million jobs since February 2001,

sign in the jobs report, companies added a small number of jobs in both April and May after having reduced employment by more than 200,000 during the previous two months, the Labor Department said. Government cuts have caused overall employment to decline since April — including a decline of 17,000 last month — but the private sector is typically a better predictor of the economy's future, analysts say.

Some of the biggest gains came at construction companies, which are

Unemployment

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3. Know your consumers
4. Create a long-term strategy that marries goals with strengths
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Thank You

