



Dwight D.
Eisenhower
Memorial

NATIONAL EISENHOWER MEMORIAL EDUCATIONAL MATERIALS

LESSON

Forging a Path and the Selection of Eisenhower



Duration

One 45-minute period

Grades

7-12

Cross-curriculum Application

U.S. History, World History



Historical Background

In 1949, the North Atlantic Treaty Organization (NATO) was founded to counter the expansion of the Soviet Union in the years following World War II. Although the Soviet Union had been an ally during the war, it quickly moved to expand its influence through the control of several Eastern European nations after the war ended. Twelve North American and European countries joined this military alliance: the United States, Canada, the United Kingdom, Belgium, France, Italy, Portugal, Norway, Luxembourg, Iceland, Denmark, and the Netherlands. After signing the treaty, NATO looked for a Supreme Allied Commander, Europe to lead its combined military force of member nations. It required a leader who could unite the governments and people of all twelve nations, as well as a prominent and respected figure to demonstrate to the world that the NATO alliance would be a lasting and significant force.

Objective

Students will gain an understanding of NATO's mission and learn why Dwight D. Eisenhower was the best candidate to serve as the organization's first Supreme Allied Commander, Europe. Using primary sources and brief documentary films from the Eisenhower Memorial, students will write a short job advertisement for the position of NATO's Supreme Allied Commander, Europe. After sharing their advertisements, students will reflect on Eisenhower's legacy in view of NATO's sixty-five year history.

Essential Questions

1. Why was NATO formed?
2. Why was Eisenhower selected as the first Supreme Allied Commander, Europe?
3. What is Eisenhower's NATO legacy?

Sources

- » "Why was Eisenhower Chosen as Commander?" Eisenhower Memorial.

<https://www.youtube.com/watch?v=Emg-J9Z2D7Q>

Teacher Notes: This short film (~3 minutes) summarizes the founding of NATO in 1949 and the search for a Supreme Allied Commander, Europe to lead its military forces, which culminated with the appointment of Dwight D. Eisenhower for the position at the end of 1950.

Interesting details:

- *The film notes that the United States and the Soviet Union were allies during World War II.*
- *The film shows how the Soviet Union expanded and sought to control Eastern European nations after World War II.*
- *The film notes that a new conflict known as the “Cold War” began between the Soviet Union and the United States.*
- *NATO required a “commander who could unite the governments and people of all 12 nations.” Remember that Eisenhower worked closely with European leaders as Supreme Commander of Allied forces during World War II.*
- *The former Supreme Allied Commander, Europe argues that Eisenhower was especially skilled at building coalitions which was key for turning NATO into an effective force.*
- *While President of Columbia University, Eisenhower was appointed as Supreme Allied Commander, Europe and arrived in Belgium in 1951.*

» North Atlantic Treaty. April 4, 1949. North Atlantic Treaty Organization.

http://www.nato.int/ebookshop/video/declassified/doc_files/TREATY.pdf

Teacher Notes: This document is the North Atlantic Treaty signed by the twelve original member states, thereby creating NATO.

Interesting details:

- *Note that the treaty was approved by the U.S. Senate with a two-thirds majority and was signed by President Harry Truman, thereby ratifying the treaty and giving it the official approval of the United States government.*
- *The treaty was written in English and French, the two official languages of NATO.*
- *In Article 5 on page 13, the treaty states that “The Parties agree that an armed attack against one or more of them in Europe or North America shall be considered an attack against them all.”*

» An International Defense Structure. 1951. North Atlantic Treaty Organization.

http://www.nato.int/ebookshop/video/declassified/#/en/sources/666_international_defense_structure/

Teacher Notes: This document shows NATO’s command structure.



Interesting details:

- *Note the Supreme Allied Commander, Europe oversees NATO's military operations for Northern Europe, Central Europe, Southern Europe, and the Mediterranean.*
- *On this map the areas in black were controlled by the Soviet Union, the areas in gray were NATO states, and the areas in white were not affiliated with either.*

» Note to the Secretary of the North Atlantic Defense Committee on the Strategic Concept of the Defense of the North Atlantic Area. December 1, 1949. North Atlantic Treaty Organization.

http://archives.nato.int/uploads/r/null/9/9/99076/DC_006_1_ENG_PDP.pdf

Teacher Notes: This memo from the U.S. government outlines how the NATO alliance would function.

Interesting details:

- *The blacked out words on every page signify that the memo was classified at the time it was written, but has since been declassified.*
- *The memo has four main sections: Preamble, North Atlantic Treaty Defense Principles, Objectives of the North Atlantic Treaty Defensive Concept, and Military Measures to Implement Defense Concept.*
- *The memo emphasizes the importance of planning and cooperation for the NATO alliance to be effective — two areas in which General Eisenhower had exceptional expertise and experience.*
- *The text in the memo can be dense and difficult to read so assigning smaller sections to students is advisable. For example, section II on defense principles or section III on objectives could be assigned to students to analyze. Each section could be further broken down into paragraphs and analyzed by individuals students or student pairs.*

» “What is Eisenhower’s NATO legacy?” Eisenhower Memorial.

<https://www.youtube.com/watch?v=w42Jqa3-t0Y>

Teacher Notes: This short film (~2:30 minutes) summarizes Eisenhower’s contributions to NATO and the organization’s legacy.

Interesting details:

- *NATO helped maintain the peace from its founding in 1949 to the symbolic end of the Cold War in 1989.*
- *NATO undertook peacekeeping operations in Bosnia and Kosovo in the 1990s.*



- *The NATO alliance was invoked after the September 11 attacks leading to a NATO invasion of Afghanistan.*
- *NATO still exists today and has grown to 28 member nations.*

Materials

- » NATO Job Advertisement Handout

Preparation

- Print out a NATO Job Advertisement Handout for each student.
- Print out the North Atlantic Treaty and the diagram entitled “An International Defense Structure” for each student or for each group if students are to work in groups.
- Cue videos, “Why was Eisenhower Chosen as Commander?” and “What is Eisenhower’s NATO legacy?”

Procedure

1. Pass out the NATO Job Advertisement Handout. To set up the lesson, have students view the brief video from the Eisenhower E-Memorial “Why was Eisenhower Chosen as Commander?” Focus questions: According to the video, what was NATO? Why did it form? What kind of leader did NATO need? Students can record their answers on their handout.
2. Pass out to students copies of the North Atlantic Treaty, the diagram entitled “An International Defense Structure,” and the memo on the strategic concept for the defense of the north Atlantic. You may have students work independently, in pairs or in small groups. Using these sources, students should answer the questions on their handout summarizing the duties of the Supreme Allied Commander Europe. (*NOTE: Article 5 of the treaty is the most relevant and you may need to direct student attention to it. For the memo, Sections II and III are the most relevant.*)
3. Using what they know, students should create a job advertisement for the position of Supreme Allied Commander, Europe. What kinds of experience would a NATO commander need? What evidence of leadership would you look for? Students may write the description on their handout in the space provided. Challenge students to write an accurate and complete advertisement in under 250 characters. They may want to practice on scratch paper before recording their final answer on their handout.



4. After students have completed writing their job advertisement and shared them with the class, show students the video “What is Eisenhower’s NATO Legacy?” Focus questions: Did Eisenhower succeed in making NATO a credible military alliance? What has NATO accomplished recently?

Differentiation

The instructor may have students work in small groups to interpret sources and also to complete the NATO Job Advertisement Handout. The North Atlantic Treaty may be excerpted to provide students the most important section, Article 5 (page 13). Similarly, the memo on the strategic concept for defense could be excerpted to include sections II and III.

Teachers may also make use of the Teacher Notes that accompany the above sources. Providing these notes to students may help them to notice important details within the sources.

Extension activity for advanced students: Research an operation such as the interventions in Bosnia and Kosovo from 1992 to 1999 and in Afghanistan beginning in 2001 or one of the other operations listed at NATO’s Operations and Missions: Past and Present <http://www.nato.int/cps/en/natolive/topics_52060.htm>

What were the goals of these operations? What were the results? Students can present their findings to the class.

Assessment

Students will be assessed on their ability to interpret the sources and use their interpretation to accurately complete the NATO Job Advertisement Handout and then to create an advertisement for the position of NATO Supreme Allied Commander, Europe.

Related Resources

Lesson Plans

- » *The Sources of Discord, 1945-1946*. National Endowment for the Humanities.

<http://edsitement.neh.gov/lesson-plan/sources-discord-1945-1946>

The first in a series of three lesson plans on the origins of the Cold War for grades 9-12 that explores the breakdown of the U.S. - Soviet Union relationship after the end of World War II.



- » *The Strategy of Containment, 1947-1948*. National Endowment for the Humanities.
<http://edsitement.neh.gov/lesson-plan/strategy-containment-1947-1948>
The second in a series of three lesson plans on the origins of the Cold War for grades 9-12 that discusses the options available to the U.S. to deal with the possibility of Soviet aggression.
- » *Formation of the Western Alliance, 1948-1949*. National Endowment for the Humanities.
<http://edsitement.neh.gov/lesson-plan/formation-western-alliance-1948-1949>
Last in a series of three lesson plans on the origins of the Cold War for grades 9-12 that covers the events leading to the Berlin blockade and the creation of a western alliance, which would lead to the formation of NATO.

Secondary Sources and Digital Resources

- » *A Short History of NATO*. North Atlantic Treaty Organization Archives.
<http://www.nato.int/history/index.html>
An illustrated history of NATO from its inception to the present.
- » *Jamie's History Class*. North Atlantic Treaty Organization Archives.
https://www.youtube.com/playlist?list=PL_vlwQEsZAbYXfxFlCNRH0pQgLCTfym3d
Six filmed lectures on the history of the Atlantic alliance by Dr. Jamie Shea, Deputy Assistant Secretary General for Emerging Security Challenges. Topics include: 1949, NATO's Anxious Birth; 1956, Khrushchev delivers his "secret speech;" 1989, The Berlin Wall Comes Down and the Soldiers Go Home; and three others.
- » *NATO, The First Five Years, 1949-1954*. North Atlantic Treaty Organization Archives.
<http://www.nato.int/archives/1st5years/index.htm>
Topics include a History of NATO, How NATO works, What NATO has accomplished (1949-1956), and several links to original documents and maps.

Primary Sources

- » *Alfred M. Gruenther Papers, NATO Series, 1949-1956*. Dwight D. Eisenhower Presidential Library.
<https://www.eisenhowerlibrary.gov/sites/default/files/finding-aids/pdf/gruenther-alfred-papers/nato-series.pdf>
This collection features the correspondence and other papers of General Alfred M. Gruenther, who served as the Supreme Military Commander of NATO from 1953 to 1956.
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- » *The Papers of Dwight D. Eisenhower: The War Years, 1939-1947*. Johns Hopkins University Publication Project.

<https://www.eisenhowerlibrary.gov/sites/default/files/finding-aids/pdf/johns-hopkins-university-project.pdf>

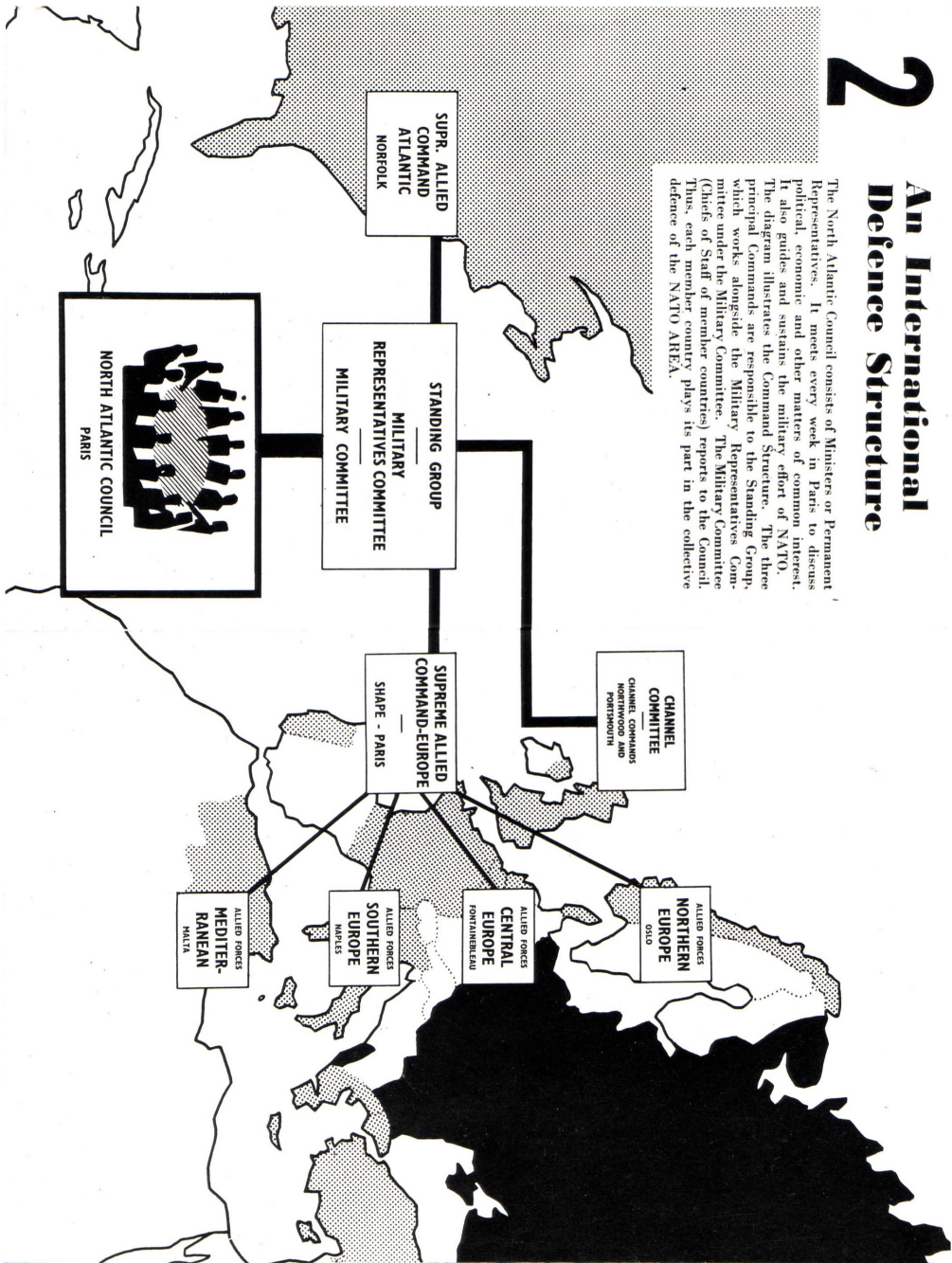
The material is comprised of copies of original documents from the Eisenhower Library, Library of Congress and the National Archives.



2

An International Defense Structure

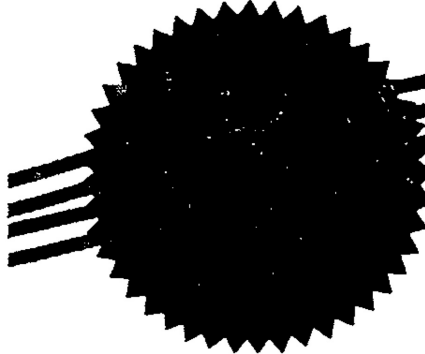
The North Atlantic Council consists of Ministers or Permanent Representatives. It meets every week in Paris to discuss political, economic and other matters of common interest. It also guides and sustains the military effort of NATO. The diagram illustrates the Command Structure. The three principal Commands are responsible to the Standing Group, which works alongside the Military Representatives Committee under the Military Committee. The Military Committee (Chief of Staff of member countries) reports to the Council. Thus, each member country plays its part in the collective defence of the NATO AREA.

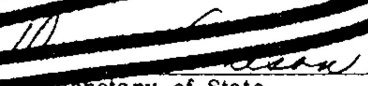


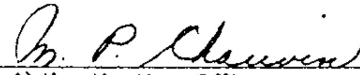
North Atlantic Treaty. April 4, 1949. North Atlantic Treaty Organization.

I CERTIFY THAT the foregoing is a true copy of the North Atlantic Treaty signed at Washington on April 4, 1949 in the English and French languages, the signed original of which is deposited in the archives of the Government of the United States of America.

IN TESTIMONY WHEREOF, I, DEAN ACHESON, Secretary of State of the United States of America, have hereunto caused the seal of the Department of State to be affixed and my name subscribed by the Authentication Officer of the said Department, at the city of Washington, in the District of Columbia, this fourth day of April, 1949.




Secretary of State

By 
Authentication Officer
Department of State



Note to the Secretary of the North Atlantic Defense Committee on the Strategic Concept of the Defense of the North Atlantic Area, p. 1. December 1, 1949. North Atlantic Treaty Organization.

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~~SECRET~~ ~~NATO~~ COPY NO. 17
D.C. 6/1
1 December 1949
Pages 1 - 7, incl. UNCLASSIFIED
Return to Records Section

~~SECRET~~
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NOTE BY THE SECRETARY
to the
NORTH ATLANTIC DEFENSE COMMITTEE
on
THE STRATEGIC CONCEPT FOR THE
DEFENSE OF THE NORTH ATLANTIC AREA
OBSOLETE

The enclosed report is a revision of DC 6 as approved
by the North Atlantic Defense Committee at its meeting on
1 December 1949.

C. H. DONNELLY,
Colonel, USA,
Secretary

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REGRADED
DOCUMENT RECLASSIFICATION MEMO. #269
Per Authority
By RWC Date 8 JUN 59

~~SECRET~~
REGRADED
DOCUMENT DESTRUCTION MEMO. #67-8/7/56
Per Authority
By WAP Date 8/14/56

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DOCUMENT RECLASSIFICATION MEMO. #6
Per Authority
By JER Date 17 Sep 1973

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Superseded by me 3/5 (1971)



Note to the Secretary of the North Atlantic Defense Committee on the Strategic Concept of the Defense of the North Atlantic Area, p. 2. December 1, 1949. North Atlantic Treaty Organization.

[REDACTED] NATO [REDACTED]
[REDACTED] UNCLASSIFIED [REDACTED]
[REDACTED] ENCLOSURE [REDACTED]
STRATEGIC CONCEPT FOR THE DEFENSE
OF THE NORTH ATLANTIC AREA

DECLASSIFIED-PUBLIC DISCLOSURE IMSM-119-96 DECLASSIFIE-MISE EN LECTURE PUBLIQUE

i

PREAMBLE

1. The attainment of the objectives of the North Atlantic Treaty requires the integration by the parties to the Treaty of those political, economic, and psychological, as well as purely military means, which are essential to the defense of the North Atlantic area. Of particular significance is the requirement that the objectives of the North Atlantic Treaty be accomplished in accordance with the purposes and principles of the Charter of the United Nations. The parties to the Atlantic Treaty have declared:

"They are determined to safeguard the freedom, common heritage, and civilization of their peoples, founded on the principles of democracy, individual liberty, and the rule of law.

"They seek to promote stability and well-being in the North Atlantic Area.

"They are resolved to unite their efforts for collective defense and for the preservation of peace and security."

2. For the purpose of, first, preventing war, and, second, insuring in the event of war the effective application of the military and industrial strength of the Treaty nations in a common defense, the military means available to the nations of the North Atlantic Treaty must be effectively coordinated. As a basis for such coordination a common strategic concept for the defense of the North Atlantic area must serve as the

[REDACTED] D.C. 6/1 [REDACTED] - 2 - [REDACTED] Enclosure [REDACTED]
[REDACTED] UNCLASSIFIED NATO [REDACTED]



Note to the Secretary of the North Atlantic Defense Committee on the Strategic Concept of the Defense of the North Atlantic Area, p. 3. December 1, 1949. North Atlantic Treaty Organization.

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[REDACTED] NATO [REDACTED] UNCLASSIFIED [REDACTED] keystone for the plans of the Military Committee and Regional Planning Groups: It is the purpose of this document to outline a broad concept for the over-all defense of the North Atlantic area.

3. This broad concept is built on considerations of geographic position, industrial capacity, and financial resources of the population, and the military capabilities of the Treaty nations, and recognizing that each nation's contributions should be in proportion to these considerations. The objective is adequate military strength accompanied by economy of effort, resources and manpower. It is desirable that each nation develop its military strength to the maximum extent consistent with over-all strategic plans in order to provide for its own defense and to participate in the common defense.

4. This concept is the initial step in the initiation of realistic, vital and productive defense planning aimed at securing peace and lessening the possibility of aggression. It is aimed at providing the basic strategic guidance needed by the regional planning groups in order to assure coordinated planning in consonance with the principles set forth in Title II below. The measures required to implement this concept will require constant review.

II NORTH ATLANTIC TREATY DEFENSE PRINCIPLES

5. Certain general principles are recognized as underlying the North Atlantic Treaty defensive organizations. These principles are accepted as fundamental to the successful functioning of the organization and the development of a common defense program. As such, those applicable to defense planning are set out in the following paragraphs as an integral part of the basic guidance for regional planning groups.

[REDACTED] - 3 - [REDACTED] ENCLOSURE [REDACTED]

UNCLASSIFIED NATO



Note to the Secretary of the North Atlantic Defense Committee on the Strategic Concept of the Defense of the North Atlantic Area, p. 4. December 1, 1949. North Atlantic Treaty Organization.

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a. The main principle is common action in defense of the North Atlantic Area in the event of an armed attack through self-help and mutual aid. The immediate objective is the achievement of arrangements for collective self-defense among the Atlantic Treaty nations.

b. In accordance with the general objective of Article 3 of the North Atlantic Treaty, each nation will contribute in the most effective form, consistent with its situation, responsibilities and resources, such aid as can reasonably be expected of it.

c. In developing their military strength consistent with over-all strategic plans the participating nations should bear in mind that economic recovery and the attainment of economic stability constitute important elements of their security.

d. The armed forces of those nations so located as to permit mutual support in the event of aggression should be developed on a coordinated basis in order that they can operate most economically and efficiently in accordance with a common strategic plan.

e. A successful defense of the North Atlantic Treaty nations through maximum efficiency of their armed forces, with the minimum necessary expenditures of manpower, money and materials, is the goal of defense planning.

f. A basic principle of North Atlantic Treaty planning should be that each nation should undertake the task, or tasks, for which it is best suited. Certain nations, because of the geographic location or because of their capabilities, will be prepared to undertake appropriate specific missions.

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Note to the Secretary of the North Atlantic Defense Committee on the Strategic Concept of the Defense of the North Atlantic Area, p. 5. December 1, 1949. North Atlantic Treaty Organization.

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III OBJECTIVES OF THE NORTH ATLANTIC TREATY DEFENSIVE CONCEPT

6. The purpose of the North Atlantic Treaty defensive organization is to unite the strength of the North Atlantic Treaty nations in order to promote the preservation of peace and to provide for the security of the North Atlantic area. The general objectives of the defensive concept are:

a. To coordinate, in time of peace, our military and economic strength with a view to creating a powerful deterrent to any nation or group of nations threatening the peace, independence and stability of the North Atlantic family of nations.

b. To develop plans, for use in the event of war, which will provide for the combined employment of military forces available to the North Atlantic nations to counter enemy threats, to defend and maintain the peoples and home territories of the North Atlantic Treaty nations and the security of the North Atlantic Treaty area.

IV

MILITARY MEASURES TO IMPLEMENT DEFENSE CONCEPT

Basic Undertakings

7. Over-all defense plans must provide in advance of war emergency, specifically for the following basic undertakings in furtherance of the common objective to defend the North Atlantic area. The successful conduct of these undertakings should be assured by close coordination of military action as set forth in over-all plans.

a. Insure the ability to carry out strategic bombing promptly by all means possible with all types of weapons, without exception. This is primarily a U.S. responsibility assisted as practicable by other nations.

b. Arrest and counter as soon as practicable the enemy offensives against North Atlantic Treaty powers by all means

D.C. 6/1

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Enclosure

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Note to the Secretary of the North Atlantic Defense Committee on the Strategic Concept of the Defense of the North Atlantic Area, p. 6. December 1, 1949. North Atlantic Treaty Organization.

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[REDACTED] NATO [REDACTED] UNCLASSIFIED [REDACTED]

available, including air, naval, land and psychological operations. Initially, the hard core of ground forces will come from the European nations. Other nations will give aid with the least possible delay and in accordance with over-all plans.

c. Neutralize as soon as practicable enemy air operations against North Atlantic Treaty powers. In this undertaking the European nations should initially provide the bulk of the tactical air support and air defense, other nations aiding with the least possible delay in accordance with over-all plans.

d. Secure and control sea and air lines of communication, and ports and harbors, essential to the implementation of common defense plans. The defense and control of sea and air LOC's will be performed through common cooperation in accordance with each nation's capabilities and agreed responsibilities. In this regard it is recognized that the United States and United Kingdom will be primarily responsible for the organization and control of ocean lines of communication. Other nations will secure and maintain their own harbor defenses and coastal LOC's and participate in the organization and control of vital LOC's to their territories as may be indicated in over-all plans.

e. Secure, maintain and defend such main support areas, air bases, naval bases and other facilities as are essential to the successful accomplishment of the basic undertaking. These undertakings will be a responsibility of the nations having sovereignty over these essential bases, areas and facilities, aided as necessary and to the extent set forth in collective defense plans.

f. Mobilize and expand the over-all power of the Treaty nations in accordance with their planned contribution to later offensive operations designed to maintain security of the North Atlantic Treaty area.

[REDACTED] D.C. 671 [REDACTED]

NATO UNCLASSIFIED [REDACTED] Enclosure [REDACTED]



Note to the Secretary of the North Atlantic Defense Committee on the Strategic Concept of the Defense of the North Atlantic Area, p. 7. December 1, 1949. North Atlantic Treaty Organization.

DECLASSIFIED-PUBLIC DISCLOSURE IMSN-119-96 DECLASSIFIE-MISE EN LECTURE PUBLIQUE

[REDACTED] NATO [REDACTED]
UNCLASSIFIED [REDACTED]

Cooperative Measures

8. The essence of our over-all concept is to develop [REDACTED] of strength through collective defense planning. As a pre-requisite to the successful implementation of common plans, it is recognized that certain cooperative measures must be undertaken in advance. These measures are:

a. Standardization, insofar as practicable, of military doctrines and procedures.

b. Conduct of combined training exercises, when deemed desirable.

c. Compilation and exchange of intelligence information and data peculiar to the conduct of contemplated Atlantic Treaty organization defense planning and operations resulting therefrom.

d. Cooperation in the construction, maintenance, and operation of military installations of mutual concern, in conformity with the agreements between the interested countries.

e. Standardization of maintenance, repair, and service facilities which will be of mutual concern in the event contemplated defense plans have to be implemented.

f. Standardization, insofar as practicable, of military material and equipment for use in operations as developed by common defense plans.

See [REDACTED]

Collective cooperation to regulate, [REDACTED] in [REDACTED] all measures of military preparation necessary for the common defense, which measures may be implemented within the framework of the North Atlantic Treaty Organization provided always that the country whose territory is involved does not desire or is not able to put them into effect itself. In each case, the respective arrangements will be regulated by mutual agreement between the countries directly concerned.

ministrative restrictions of each country, in research and development of new weapons and in the development of new methods of warfare.

i. Cooperation, insofar as is practicable, in planning for the conduct of psychological and other special operations.

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- 7 -

Enclosure

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NATO Job Advertisement Handout

Watch “*Why was Eisenhower Chosen as Commander?*”

According to the video, what was NATO?

Why did it form?

What kind of leader did NATO need?

Examine the North Atlantic Treaty closely and located Article 5. (*Summarize it in 2-3 sentences.*)

Examine the document “*An International Defense Structure.*” Find the box labeled “*Supreme Allied Commander, Europe.*” Based on this diagram, what are the responsibilities of the Supreme Allied Commander, Europe?



NATO Job Description Handout

Assignment: *Come up with a brief job description for the position of Supreme Allied Commander, Europe using less than 250 characters. List the most important information and qualifications from above. You may want to practice on some scratch paper before writing your final version below or on the back of this sheet.*



NATO Job Description Handout

After watching the film, “*What is Eisenhower’s NATO legacy?*” list three important accomplishments of NATO.

1.

2.

3.

NATO Job Advertisement Rubric

	Fully Meets Expectations <i>3 points</i>	Minimally Meets Expectations <i>2 points</i>	Not Yet Within Expectations <i>1 point</i>
Factual Understanding	The job advertisement demonstrates understanding of the main idea of the sources (or piece of evidence) and identifies key details.	The job advertisement demonstrates understanding of the main idea of the sources (or piece of evidence), but does not identify key details.	The job advertisement does not demonstrate understanding of the main idea of the sources (or piece of evidence).
Sourcing	The job advertisement demonstrates understanding of the selected source's origin: especially when it was created and the creator's goal.	The job advertisement demonstrates partial understanding of the selected source's origin: when it was created and the creator's goal.	The job advertisement demonstrates insufficient understanding of the selected source's origin: when it was created and the creator's goal.
Evidence-Based Claim	The job advertisement makes a reasonable claim about Eisenhower's qualifications for Supreme Allied Commander and uses appropriate sources and evidence to support that claim.	The job advertisement makes a reasonable claim about Eisenhower's qualifications for Supreme Allied Commander, but the sources and evidence only partially support that claim.	The job advertisement makes a claim that is not supported by appropriate sources and evidence.
Presentation	The job advertisement is well-organized and clear. No (or only minor) spelling and grammar errors.	The job advertisement is somewhat disorganized and unclear. Several spelling and grammar mistakes.	The job advertisement shows little or no organization. Repeated major spelling and grammar errors.