

The President and the Executive Branch

★ CITIZENSHIP AND YOU ★

The Constitution says very little about what a president is expected to do. The nation's first president, George Washington, established many traditions that shaped the presidency. Contact a federal information center to learn about the various divisions of the Executive Office of the President. Create a brochure to present what you find.

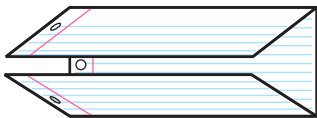


To learn more about the presidency, view the **Democracy in Action** video lesson 8: The Presidency.

FOLDABLES™ Study Organizer

Know-Want-Learn Study Foldable Make this foldable to determine what you already know, what you want to know, and what you learn about the executive branch of government.

Step 1 Fold a sheet of paper into thirds from top to bottom.



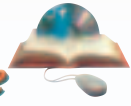
Step 2 Turn the paper horizontally, unfold, and label the three columns as shown.

President		
Foreign Policy	Job	Staff & Advisers

Reading and Writing Before you read, write down what you already know and what you want to know under each heading. As you read the chapter, record what you learn.



CIVICS
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Chapter Overview Visit the *Civics Today* Web site at civ.glencoe.com and click on **Chapter Overviews—Chapter 7** to preview chapter information.



SECTION

1

The President and Vice President

GUIDE TO READING

Main Idea

Every four years, electors selected by popular vote cast their ballots for president and vice president, whose terms of office are established in the United States Constitution.

Key Terms

Electoral College, elector

Reading Strategy

Categorizing Information

As you read, categorize information by completing a chart like the one below with information about the U.S. presidency.

U.S. Presidency		
Qualifications	Background	Term of Office
Election	Salary & Benefits	

Read to Learn

- What qualifications are needed to be president?
- How are presidents elected?
- What are the rules of presidential succession?



Americans in Action

“The presidency of the United States carries with it a responsibility so personal as to be without parallel. . . . No one can make decisions for him. . . . Even those closest to him . . . never know all the reasons why he does certain things and why he comes to certain conclusions. To be President of the United States is to be lonely, very lonely at times of great decisions.”

—Harry S Truman



President Truman

Qualifications for President

Harry S Truman was the thirty-third president of the United States, serving from 1945 to 1953. The president heads the executive branch of the United States government. The presidency is the top political job in the country. Because of the power and global influence of the United States, the president is generally considered to hold the most important job in the world. Our country’s first president was George Washington. Just as the nation has grown tremendously since that time, so has the office of the presidency.

The constitutional requirements for the presidency remain the same as they did when George Washington was president. The U.S. Constitution lists only three rules about who can become president of the United States. A person must be (1) at least 35 years old, (2) a native-born American citizen, and (3) a resident of the United States for at least 14 years. By law, anyone who meets these qualifications can become president. Of course, someone who hopes to become president must have many more qualifications than those three.

So far, every American president has been a white male. All but one have been Protestant Christians. Most have won elections before. Most have had a college education. Many have been lawyers. Most came from states with large populations.

Only in the past few decades has the presidency become a possibility for a wider group of Americans. John F. Kennedy became the first Catholic president in 1960. In 1984 the



Democratic Party nominated Geraldine Ferraro as its first female vice-presidential candidate. Four years later Jesse Jackson, an African American, ran a close second in the race to become the Democratic candidate for president. In 2000 the Democrats nominated Connecticut senator Joseph Lieberman as the first Jewish candidate for vice president.

Electing a President

Presidential elections take place every four years in years evenly divisible by the number 4—for example, 2000, 2004, and 2008. The Constitution does not provide for direct popular election of the president. Instead, it set up an indirect method of election called the **Electoral College**. The Constitution says that each state “shall appoint” **electors**, who then vote for one of the major candidates. Although the ballot will show the names of the presidential candidates, when you vote for a candidate, you are actually voting for a list of presidential electors pledged to that candidate.

Each state has as many electoral votes as the total of its U.S. senators and representatives. The Electoral College includes 538 electors. (Washington, D.C., has three electoral votes.) This means that the states with large populations have many more electoral votes than less populated states. In almost every state, the Electoral College is a “winner-take-all” system. Even if a candidate wins the popular vote by just a tiny majority, that candidate usually gets all of the state’s electoral votes. Candidates thus pay much more attention to these states



John F. Kennedy won the presidency in 1960.

during election campaigns. Even so, the electoral votes of a few small states can decide the outcome of a close election.

To be elected president or vice president, a candidate must win at least 270 of the 538 electoral votes. The winner-take-all system makes it difficult for third-party candidates—candidates not from the two major parties—to win electoral votes.

Although the winning presidential candidate is usually announced on the same evening as the popular election, the formal election by the Electoral College doesn’t take place until December, when the electors meet in each state capital to cast their ballots. Congress counts the electoral votes and declares the winner as the next president. You will read more about the Electoral College system in Chapter 10.

Reading Check **Defining** What is a presidential elector?

Term of Office

Presidents serve four-year terms. Originally the Constitution placed no limits on how many terms a president could serve. The nation’s first president, George Washington, served for eight years, then refused to run for a third term. Presidents followed Washington’s example and no president served more than two terms until 1940, when Franklin D. Roosevelt ran for and won a third term. In 1944 Roosevelt won a fourth term. The Twenty-second Amendment, ratified in 1951, limits each president to two elected terms in office, or a maximum of 10 years if the presidency began during another president’s term.

Salary and Benefits

The president receives a salary of \$400,000 per year, plus money for expenses and travel. The president lives and works



Presidential Succession

- ★ Vice President
- ★ Speaker of the House
- ★ President Pro Tempore of the Senate
- ★ Secretary of State
- ★ Secretary of the Treasury
- ★ Secretary of Defense
- ★ Attorney General
- ★ Secretary of Homeland Security
- ★ Secretary of the Interior
- ★ Secretary of Agriculture
- ★ Secretary of Commerce
- ★ Secretary of Labor
- ★ Secretary of Health and Human Services
- ★ Secretary of Housing and Urban Development
- ★ Secretary of Transportation
- ★ Secretary of Energy
- ★ Secretary of Education
- ★ Secretary of Veterans Affairs

Source: Nelson, Ed. *The Presidency A to Z*, 3rd ed. (Washington, D.C.: CQ Press, 2003).

Evaluating Charts

In 1947 Congress passed a law on the order of succession to the presidency. Who follows the Speaker of the House in succession?

in the White House, which contains a private movie theater, a small gym, a bowling alley, and a heated pool. A White House domestic staff of more than 80 people takes care of the president's family.

In addition, the president has the use of Camp David, a beautiful estate in the Catoctin Mountains of Maryland, about 60 miles north of Washington, D.C. It serves as a retreat and as a place to host foreign leaders. When presidents need to travel, they command a fleet of special cars, helicopters,

and airplanes. For long trips, the president uses *Air Force One*, a specially equipped jet.

Reading Check

Identifying What is the maximum number of years that a U.S. president can serve in office?

The Vice President

The vice president is elected with the president through the Electoral College system. The qualifications for the office are the same as those for the presidency. The Constitution gives little authority to the vice president. Article I states that the vice president shall preside over the Senate and vote in that body in case of a tie.

Vice presidents are usually not very visible to the public. Their activities rarely receive front-page newspaper coverage. Yet, if the president dies, is removed from office, becomes seriously ill, or resigns, the vice president becomes president. Nine vice presidents have become president due to the death or resignation of a president. John Adams, our nation's first vice president, described the situation well. He said,

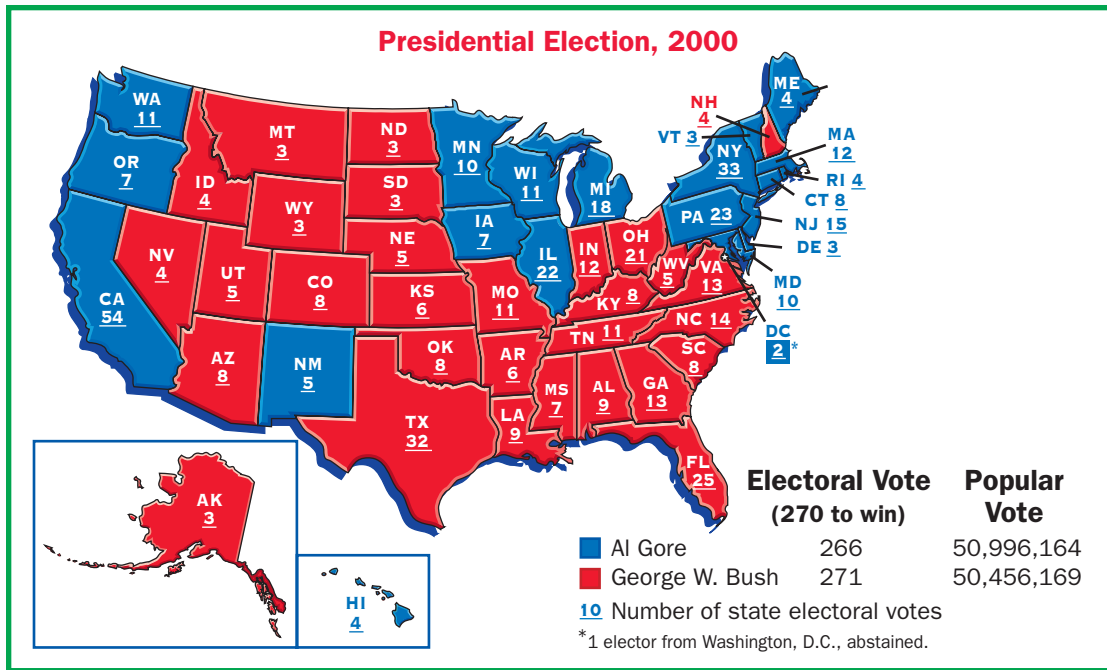
“I am Vice President. In this I am nothing, but I may become everything.”

Presidential Succession

Eight presidents have died while in office. The original wording of the Constitution states that if the president dies or leaves office during his term, the vice president takes on the “powers and duties” of the presidency. Early government officials were not sure what that meant. Should the vice president become president, or should he remain vice president while doing the president's job?

Citizenship SKILLBUILDER

Reading an Election Map



Why Learn This Skill?

Knowing how to read and understand an election map helps you understand an election clearly. It can also help you understand past elections.

Learning the Skill

To read an election map, follow these steps:

- Check the year of the election, most likely noted in the title or the key.
- Study the key. See how the different candidates are represented on the map.
- Note the number of electoral votes each state has. Remember that each state's total number of senators and representatives determines its electoral votes. Its popular vote count is the number of actual voters.
- Study the entire map. Determine voting patterns and trends.

Practicing the Skill

On a separate sheet of paper, answer the following questions about the map on this page.

- 1 How many electoral votes did the state of California have? The state of Texas?
- 2 Which candidate won the election? How many total electoral votes did he win?
- 3 Which candidate won the popular vote?

Applying the Skill

In a history book or encyclopedia, find an election map for the election of 1860. Compare it to the map for the election of 2000. Describe two ways in which the elections were alike and one way in which they were different.



Practice key skills with Glencoe's **Skillbuilder Interactive Workbook CD-ROM, Level 1.**

The President's Job

GUIDE TO READING

Main Idea

In addition to the powers of the office described in the Constitution, the president fills other roles that are important to the functioning of the United States government.

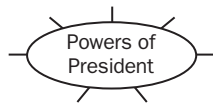
Key Terms

executive order, pardon, reprieve, amnesty

Reading Strategy

Summarizing Information

As you read, in a graphic organizer like the one below, list the powers of the president and give an example of each.



Read to Learn

- What are the powers assigned to the president by the Constitution?
- What are the various roles filled by the president?



Americans in Action

Fewer than 50 men have been able to say what it feels like to be president of the United States. Some former presidents' thoughts are revealing.

“Frankly, being President is rather an unattractive business unless one relishes the exercise of power. That is a thing which has never greatly appealed to me.”

—Warren Harding, 1921

“You know, the President of the United States is not a magician who can wave a wand or sign a paper that will instantly end a war, cure a recession, or make a bureaucracy disappear.”

—Gerald Ford, 1976



President Warren Harding shakes hands with Babe Ruth.

Constitutional Powers

The president is the most powerful public official in the United States. The U.S. Constitution is the basis of the president's power. Article II says “Executive Power shall be invested in a President . . .” Thus, the president's main job is to execute, or carry out, the laws passed by Congress.

The Constitution also gives the president the power to

- veto, or reject, bills passed in Congress.
- call Congress into special session.
- serve as commander in chief of the armed forces.
- receive leaders and other officials of foreign countries.
- make treaties with other countries (with Senate approval).
- appoint heads of executive agencies, federal court judges, ambassadors, and other top government officials (also subject to Senate approval).
- pardon or reduce the penalties against people convicted of federal crimes.

Because the Constitution requires the president to give Congress information about the “state of the union,” the president gives several speeches to Congress each year. The most



important is the State of the Union address every year. In this speech the president comes before a gathering of all members of Congress to discuss the most important issues facing the nation and describe the new program of legislation he would like Congress to take up.

Roles of the President

The president fills a number of different roles. Some of these roles come directly from the Constitution; others are not established in the Constitution but have developed over the years.

Chief Executive

The most important role of the president is carrying out the laws passed by Congress. To do this, the president is in

charge of 15 cabinet departments and the approximately 3 million civilians who work for the federal government. The president appoints the heads of the cabinet departments and of other large government agencies, with the Senate’s approval.

One of the president’s most important tools for carrying out the laws is the power to issue executive orders. An **executive order** is a rule or command that has the force of law. Only Congress has the authority to make laws. Issuing executive orders, however, is generally considered to fall under the president’s constitutional duty to “take care that the laws are faithfully executed.”

Many executive orders deal with simple administrative problems. Some, however, have had a great impact. President Harry S Truman, for instance, used an executive order in 1948 to integrate the armed forces. This gave Americans of all races the opportunity to serve in the armed forces equally.

The Constitution gives the president the power to appoint judges to the Supreme Court and other federal courts. This is an important power because the Supreme Court has the final authority to determine whether a law is acceptable under the Constitution. This power to interpret laws greatly influences life in the United States. Most presidents try to appoint Supreme Court justices who share views similar to their own.

The Constitution also gives the president the power to grant pardons. A **pardon** is a declaration of forgiveness and freedom from punishment. The president may also issue a **reprieve**, an order to delay a person’s punishment until a higher court can hear the case, or grant **amnesty**, a pardon toward a group of people.

Powers and Duties of the President



Evaluating Charts

These symbols show the many roles of the president of the United States. Which is the president’s most important role?



Chief Diplomat

The president directs the foreign policy of the United States, making key decisions about how the United States acts toward other countries in the world.

Commander in Chief

The Constitution makes the president commander in chief of the nation's armed forces. This role gives presidents the ability to back up their foreign policy decisions with force, if necessary. The president is in charge of the army, navy, air force, marines, and coast guard. The top commanders of all these branches of service are subordinate to the president.

Congress and the president share the power to make war. The Constitution gives Congress the power to declare war, but only the president can order American soldiers into battle. Congress has declared war only five times: the War of 1812, the Mexican War, the Spanish-American War, World War I, and World War II. Presidents, however, have sent troops into action overseas more than 150 times since 1789. These situations may threaten the system of checks and balances. For example, although Congress never declared war in Korea or in Vietnam, American troops were involved in conflicts in those countries because they were sent there by U.S. presidents. In 1973, after the Vietnam War, Congress passed the War Powers Resolution. According to this law, the president must notify Congress within 48 hours when troops are sent into battle. These troops must be brought home after 60 days unless Congress gives its approval for them to remain longer or it declares war.

Legislative Leader

Most of the bills Congress considers each year come from the executive branch. Only members of Congress have the power to introduce bills for consideration, but in

practice Congress expects the executive branch to propose the legislation it would like to see enacted.

Every president has a legislative program. These are new laws that he wants Congress to pass. The president makes speeches to build support for this program and meets with key senators and representatives to try to persuade them to support the proposed laws. In addition, the president appoints several staff members to work closely with members of Congress on new laws. The president may also influence legislation by appealing directly to the American people.

The president and Congress have often disagreed over what new laws Congress should adopt. One reason for this is that presidents represent the entire United States, while members of Congress represent only the people of their state or district.

The difference in the length of time that presidents and members of Congress can hold office also contributes to this conflict. While presidents can serve no more than two elected terms, members of Congress can be elected over and over again for decades. Therefore, many members of Congress may not want to move as quickly on programs as the president does.

Head of State

The president is the living symbol of the nation. In this role, the president aids diplomacy by greeting visiting kings and queens, prime ministers, and other foreign leaders. The president also carries out ceremonial functions for Americans, such as lighting the national Christmas tree and giving medals to the country's heroes.

Economic Leader

Every president tries to help the country's economy prosper. Voters expect the president to deal with such problems as unemployment, rising prices, or high taxes.



TIME

Political Cartoons



and it seems to be directed toward money and making the world a more prosperous... Besides, two men with little legs, of course... to be done...

Analyzing Visuals During the Great Depression, President Franklin D. Roosevelt transformed the role of the federal government by spending money on new programs to improve the lives of ordinary people. What does the rabbit symbolize in this cartoon? What comment is the cartoonist making about the impact of government spending?

One key task the president must accomplish each year as economic leader is to plan the federal government’s budget.

Party Leader

The president is generally regarded as the leader of his or her political party. Members of the president’s party work hard to elect the

president. In turn, the president gives speeches to help fellow party members who are running for office as members of Congress, governors, and mayors. The president also helps the party raise money.

Reading Check **Defining** What is a president’s legislative program?

SECTION 2 ASSESSMENT

CIVICS Online | **Study Central™** To review this section, go to civ.glencoe.com and click on **Study Central™**.

Checking for Understanding

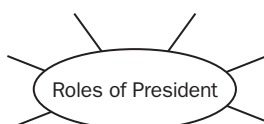
1. Key Terms Define the following terms and use them in complete sentences related to the presidency: **executive order, pardon, reprieve, amnesty.**

Reviewing Main Ideas

- 2. Identify** What duties does the president carry out as commander in chief?
- 3. Describe** What power does the president have that carries the force of law and assists the president in enforcing laws passed by Congress?

Critical Thinking

- 4. Drawing Conclusions** Which of the roles of the president do you think is the most important? Least important? Why?
- 5. Organizing Information** In a web diagram like the one below, classify the roles filled by the president and give an example of each.



Analyzing Visuals

6. Identify Review the chart on page 172. Under which role of the president does a new education bill fall? Tax reform?

★ BE AN ACTIVE CITIZEN ★
7. Use Primary Sources Just as the president delivers a State of the Union address, most governors give a state of the state speech. Read a copy of your governor’s last address and list the roles your governor carries out.

Making Foreign Policy

GUIDE TO READING

Main Idea

In attempting to achieve the nation's foreign policy goals, both the president and Congress have important roles to play.

Key Terms

foreign policy, national security, treaty, executive agreement, ambassador, trade sanction, embargo

Reading Strategy

Comparing and Contrasting As you read, complete a chart like the one below to compare the role of Congress in foreign policy to that of the president.

U.S. Foreign Policy	
Congress	President

Read to Learn

- What are the goals of U.S. foreign policy?
- What are the roles of Congress and the president in conducting foreign policy?



Americans in Action

World events sometimes dictate the nature of the United States's foreign policies. At the same time, the president's views play a role in shaping his administration's approach to foreign affairs. In 1946, President Harry S Truman summed up his foreign policy with these words: "We must have a policy to guide our relations with every country in every part of the world. No country is so remote from us that it may not someday be involved in a matter that threatens the peace. . . . Who knows what may happen in the future? Our foreign policy must be universal."



Protecting American interests abroad

The President and Foreign Policy

A nation's overall plan for dealing with other nations is called its **foreign policy**. The basic goal of American foreign policy is **national security**, the ability to keep the country safe from attack or harm. This goal is essential. No government can effectively meet other important goals, such as better health care or cleaning up the environment, if the nation is under attack.

Another key goal is international trade. In today's global economy, trade with other nations is vital to economic prosperity. Trade can create markets for American products and jobs for American workers.

A third goal is promoting world peace. Even a war far from the United States can disrupt trade and endanger U.S. national security. When other nations are at peace, the United States runs no risk of being drawn into a foreign war.

A fourth goal of foreign policy is to promote democracy around the world. Promoting democracy and basic human rights in other countries encourages peace and thus helps protect our own national security.

"I make American foreign policy," President Harry S Truman declared in 1948. The president is indeed a very important foreign-policy decision maker. Americans and others in the world look to the president to strongly represent our country in foreign affairs.



The president and various White House assistants work with a large foreign-policy bureaucracy in the executive branch. This bureaucracy includes the State Department, the Defense Department, the Central Intelligence Agency, and the National Security Council. These agencies have helped make the president very powerful in foreign affairs. They give the president valuable information. They can carry out presidential decisions around the world. At the same time, presidents must often choose among conflicting advice from these agencies. President Lyndon Johnson complained,

“The State Department wants to solve everything with words, and the generals, with guns.”

The Constitution divides the power to conduct foreign and military affairs between the president and Congress. The president is chief diplomat and commander

in chief, but Congress has the power to declare war, to prohibit certain military actions, and to spend—or withhold—money for defense. The Constitution does not clearly spell out how the legislative and the executive branches can use their powers. As a result, there has always been competition between Congress and the president over who controls foreign policy.

In this struggle, one branch or the other has dominated at various times. After World War II, Congress lost much of its control over foreign policy to the president. Then, in the late 1960s and early 1970s, widespread dislike of the Vietnam War led Congress to try to regain some of its war powers. In starting the American war on global terrorism in 2001, President George W. Bush tipped the balance back toward the presidency.

Tools of Foreign Policy

The president and Congress have several methods they can use to influence other nations and carry out American foreign

The President in Action President Bush comforted a New York City Fire Department member (at right) in September 2001 after a terrorist attack on the World Trade Center. The president greeted military troops at the West Virginia National Headquarters in Charleston. **What executive agencies help President Bush carry out foreign policy?**





policy. These methods include creating treaties; appointing ambassadors; and directing foreign aid, international trade, and military forces.

Creating Treaties and Executive Agreements Formal agreements between the governments of two or more countries are called **treaties**. Some treaties are based on defense: nations that become allies agree to support each other in case of attack. One of the most important treaties for the United States is the North Atlantic Treaty Organization (NATO). This is a mutual defense treaty between the United States, Canada, and the nations of Europe.

The Senate must approve a treaty by a two-thirds vote. However, the president can bypass the Senate by making an **executive agreement**. This is an agreement between the president and the leader of another country. Most such agreements deal with fairly routine matters.

Appointing Ambassadors An official representative of a country's government is an **ambassador**. The president appoints about 150 ambassadors, who must be approved by the Senate. Ambassadors are sent only to those countries where the United States recognizes, or accepts, the legal existence of the government. If the government of a certain country is thought to hold power illegally, the president can refuse to recognize that government. In that case, no American ambassador will be sent to that country, and that country will not be allowed to send an ambassador to the United States.

Foreign Aid This is money, food, military assistance, or other supplies given to help other countries. One of this nation's greatest foreign aid triumphs was the Marshall Plan, a program created to help Western Europe rebuild after World War II.

American Biographies

Condoleezza Rice (1954-)

Condoleezza Rice juggles numbers of missiles and tanks as confidently as any general. An expert on Russia and arms control, Rice launched her foreign policy career while only a teenager.

Born in Birmingham, Alabama, Rice lived through the early years of the civil rights movement. While Rice was in junior high school, her father took a job in Denver, Colorado. There she skipped two grades and entered college at age 15. As Rice shopped for a major, she sat in on a lecture about the former Soviet Union. All the plotting and scheming by the Communists fascinated her. Rice was hooked. A talented piano player, Rice once joked, "I was saved from [becoming] a music major by Russia."

Rice went on to earn a Ph.D. and by her late 20s was teaching political science at Stanford University in California. In 2001 President Bush appointed Rice as the first woman to head the National Security Council. In 2005 he appointed her to serve as Secretary of State. Rice became the first African American woman to hold that position.



International Trade As the leader of a great economic power, the president can make agreements with other nations about what products may be traded and the rules for such trading. Sometimes trade measures include **trade sanctions**, or efforts to punish another nation by imposing trade barriers. Another punishing tool is the **embargo**, which is an agreement among a group of nations that prohibits them all from trading



Protecting American Interests A bronze model of the Statue of Liberty and a statue depicting an American taken hostage in 1979 stand outside the U.S. embassy in Iran. **How might a president withdraw formal recognition from a country's government?**

with a target nation. Congress takes the lead in other areas, such as tariffs—taxes on imported goods—and membership in international trade groups, such as the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO).

Military Force As commander in chief of the armed forces, presidents may use the military to carry out some foreign-policy decisions. This is a powerful tool of foreign policy, but one that must be used with great care. Presidents throughout history have made use of this power. President George Washington summoned troops to put down the Whiskey Rebellion in 1794. President Bill Clinton ordered cruise missiles to be launched at terrorist facilities in Afghanistan and Sudan in 1998. In 2003 President George W. Bush ordered the American armed forces to invade Iraq and remove their harsh dictator Saddam Hussein.

Reading Check **Concluding** What foreign policy tools does the president have to deal with international terrorism?

SECTION 3 ASSESSMENT

CIVICS Online **Study Central™** To review this section, go to [civ.glencoe.com](http://www.civ.glencoe.com) and click on **Study Central™**.

Checking for Understanding

- 1. Key Terms** Define the following terms and use them in sentences related to U.S. foreign policy: **foreign policy, national security, treaty, executive agreement, ambassador, trade sanction, embargo.**

Reviewing Main Ideas

- 2. Describe** In what way can trade sanctions and embargoes be used in conducting foreign policy?
- 3. Define** What is NATO and how does it fit into United States foreign policy? What is NAFTA and how does it fit into U.S. foreign policy?

Critical Thinking

- 4. Making Judgments** Should Congress or the president have more power in conducting foreign affairs? Explain your answer.
- 5. Organizing Information** Categorize the tools available to Congress and the president in carrying out foreign policy by completing a graphic organizer like the one below.



Analyzing Visuals

- 6. Infer** Review the photograph of the United States embassy in Iran on this page. What sort of impression do you think this building gives to people in Iran?

★ BE AN ACTIVE CITIZEN ★

- 7. Survey** Interview several adults, all of whom have different jobs, about the North American Free Trade Agreement (NAFTA). Find out why they think it is good or bad foreign policy. Share your results with the class.



SECTION

4

Presidential Advisers and Executive Agencies

GUIDE TO READING

Main Idea

Thousands of employees and advisers help the president.

Key Terms

cabinet, federal bureaucracy, independent agency, government corporation, political appointee, civil service worker, civil service system, spoils system, merit system

Reading Strategy

Categorizing Information

As you read, complete a chart similar to the one below to categorize functions of the president's executive office.

President's Executive Office	Role:
White House Office	Role:
OMB	Role:
NSC	Role:
Homeland Security Council	Role:
CEA	Role:

Read to Learn

- How does the EOP help presidents perform their duties?
- What are the duties of the federal bureaucracy?



Americans in Action

Early presidents governed with the help of a small circle of advisers. Over time, presidents' cabinets have grown to meet the increasing demands of a vast and diverse nation. On November 25, 2002, President George W. Bush signed the Homeland Security Act of 2002 into law. The act established a new Department of Homeland Security, whose primary mission President Bush noted "will be to help prevent, protect against, and respond to acts of terrorism on our soil." Secretary of Homeland Security Michael Chertoff states, "We win the war on terror by being able to conduct lives, encourage prosperity, protect liberty, [and] preserve privacy while preventing terrorists from carrying out actions in this country."



Michael Chertoff

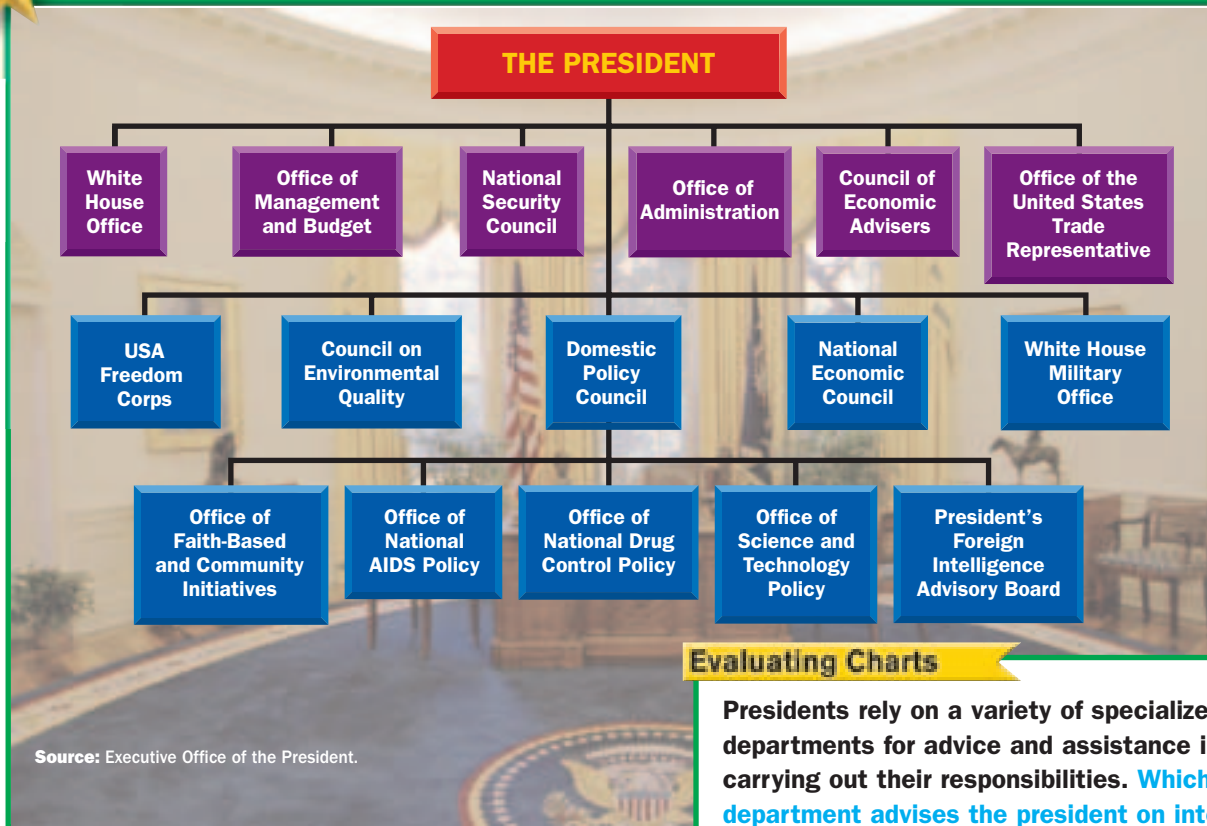
Executive Office of the President

In 1801 President Thomas Jefferson did his job with the help of a few advisers, a messenger, and a part-time secretary. Today thousands of highly trained specialists like Michael Chertoff, secretaries, and clerks assist the president. Most of these people work in the Executive Office of the President (EOP). These people are often referred to as a president's administration.

Franklin D. Roosevelt's administration created the EOP in 1939 to help the president do his job. The office has been growing ever since. Currently it has about 2,000 employees and a budget of more than \$100 million. The men and women in the EOP do a variety of things. They prepare reports for the president on special topics, such as new taxes that might be needed. They help write bills for the president to send to Congress. They check on the work of the many different agencies of the executive branch.



The Executive Office of the President (EOP)



Source: Executive Office of the President.

Evaluating Charts

Presidents rely on a variety of specialized departments for advice and assistance in carrying out their responsibilities. Which department advises the president on international trade?

Located in the West Wing, the Oval Office is where presidents set priorities, make decisions, meet with staff, and greet White House visitors.

The most important parts of the EOP include the following: the White House Office, the Office of Management and Budget, the National Security Council, the Office of Administration, and the Council of Economic Advisers.

White House Office

This unit consists of about 500 people who work directly for the president. Among them are 10 to 12 people who serve as the president’s closest political advisers. The most powerful among this group is the chief of staff. Other top advisers are the deputy chief of staff, the assistant for domestic affairs, the counsel (lawyer) to the president, the appointments secretary, the assistant for public

relations, the assistant for legislative affairs, and the press secretary. (The press secretary provides the public with news about and statements from the president.) As a group, such advisers make up the White House staff.

The White House staff screens the flow of information and people trying to reach the president. Presidents cannot possibly meet with everyone who wants to see them; nor can they read all the reports, memos, and letters sent to them. The White House staff largely decides who and what gets through to the president. As a result, this group of advisers has a lot of political power. Lawmakers and others know that to influence, or sometimes even to speak with, the president, they must go through the White House staff.



Office of Management and Budget (OMB)

This agency prepares the federal budget and monitors spending in hundreds of government agencies. The director of the OMB reports directly to and works closely with the president. The federal budget is the clearest statement of the administration's plans and goals for the coming year.

National Security Council (NSC)

This group helps the president coordinate United States military and foreign policy. It deals with matters affecting the safety and security of the United States. Its members include the vice president, the secretaries of state and defense, and the chairman of the Joint Chiefs of Staff, a group made up of the top commander from each of the armed services. The president may also invite others to be a part of the NSC. The national security adviser heads the NSC staff. The NSC also supervises the Central Intelligence Agency (CIA), which gathers information about the governments of other countries.

Office of Administration

The Office of Administration provides administrative services to all of the executive offices of the president. The Office also responds to individuals who are seeking records under the Freedom of Information Act.

Council of Economic Advisers (CEA)

This group helps the president carry out the role of economic leader. The president names the CEA's three members, and the Senate must approve them. The CEA's primary duty involves giving the president advice about complex economic matters such as employment, tax policy, inflation, and foreign trade.

Reading Check **Identifying** What are the duties of a president's chief of staff?

Cabinet

The **cabinet** is a group of presidential advisers that includes the heads of the 15 top-level executive departments. The head of the Department of Justice is called the attorney general; all the other department heads are called secretaries. The president may also ask the vice president and other top officials to join the cabinet.

Department of Homeland Security

On November 25, 2002, President Bush signed the Homeland Security Act of 2002 into law. In forming the new Department of Homeland Security, the act created a federal department to consolidate the nation's defenses against terrorist attack and better coordinate counterterrorism intelligence. It is the first new department established since the Department of Veterans Affairs was established in 1989.

Cabinet Responsibilities

As cabinet members, the secretaries advise the president on issues related to their departments. The secretary of agriculture, for instance, might keep the president and White House staff informed about problems of concern to American farmers. Cabinet secretaries often make important policy decisions.

No mention of the cabinet appears in the Constitution. Instead, this body developed over the years through custom and usage. The cabinet started when George Washington began to meet regularly with the heads of the first four executive departments. These were the attorney general and the secretaries of state, war, and the treasury.

The cabinet meets whenever the president determines that it is necessary. This may be as often as once a week or hardly at all.



How Much Power Does the President Have During a Crisis?

Imagine the following scenario. Terrorists have just attacked the United States, killing thousands of Americans. Country X has supported these terrorists.



The president plans to issue an executive order because he fears more attacks and wants to find the terrorists and those who aided them. Assume that you and your classmates are legal advisers to the president. Decide which of the following provisions should be included in the executive order.

Use the amendments to the Constitution (pages 72–81) to help you decide if the provisions are constitutional.

- Five thousand people from Country X who are in the country but are not yet U.S. citizens are called in for questioning. Those “suspected of being terrorists” can be kept secretly in jail for up to 180 days, without seeing family, friends, or a lawyer.
- All people with last names like those found in Country X are stopped at airports for extra questioning and searches of their luggage and handbags.
- Newspapers, radio, and television stations are told not to print or air any criticism of the president in the war against terrorism. Violations will result in fines of up to \$1,000.
- No one is allowed to give money to a charity for Country X until the U.S. government decides it is not working with the terrorist group.
- All e-mail exchanged between the United States and Country X will be subject to monitoring by U.S. government officials.

★ BE AN ACTIVE CITIZEN ★

Do you think that this type of executive order—that suspends constitutional rights—is justified? Explain your reasons.

Many presidents have not relied heavily on their cabinet and have felt free to ignore cabinet advice. As heads of executive agencies, these department secretaries must spend most of their time coordinating those departments’ activities. Department heads of the cabinet must be approved by the Senate.

Reading Check **Recalling** When does the cabinet meet?

The Vice President and the First Lady

Most presidents have delegated little authority to their vice presidents. Recently, however, some have tried to give their vice presidents more responsibility. Vice President Al Gore, for example, served as a close adviser to President Bill Clinton on environmental issues, and Vice President Dick Cheney advised President George W. Bush closely on foreign policy issues.

The Constitution does not mention the spouse of a president. Many First Ladies, though, have served the country. Eleanor Roosevelt worked tirelessly for the young and the disadvantaged. Nancy Reagan spoke out for drug abuse prevention, Hillary Clinton worked to improve health care for all Americans, and Laura Bush promoted education and reading. Today First Ladies have an office in the White House as well as a staff that includes a chief of staff and a press spokesperson.

The Federal Bureaucracy

Below the cabinet departments are hundreds of agencies that deal with everything from setting standards for the hot dogs you eat to running the space shuttle program. About 3 million civilians work in these many departments and agencies. Taken together,



the agencies and employees of the executive branch are often called the **federal bureaucracy**. The people who work for these organizations are called bureaucrats, or civil servants.

What Does the Federal Bureaucracy Do?

The executive branch of government must carry out the many programs that Congress has created to serve the American people. Executive departments and agencies do this by performing three basic jobs. First, they turn new laws into action by deciding how to apply the laws to daily life. When Congress writes new laws, it often uses very general language. Federal agencies

then must develop specific rules and procedures to put the laws into practice.

Second, departments and agencies administer the day-to-day operations of the federal government. Agencies deliver the mail, collect taxes, send out Social Security checks, patrol the borders, run national parks, and perform thousands of other services.

Third, with authority from Congress, federal agencies regulate various activities. They regulate, or police, the activities of broadcasting companies, labor unions, banks, airlines, nuclear power plants, and many other enterprises and organizations.

In doing these jobs, federal agencies help shape government policy. By deciding how



Cabinet Departments



Department of State (1789)
Plans and carries out the nation's foreign policies



Department of the Treasury (1789)
Collects, borrows, spends, and prints money



Department of Defense (1789 as War Department; renamed in 1949)
Manages the armed forces



Department of Justice (1870)
Has responsibility for all aspects of law enforcement



Department of the Interior (1849)
Manages and protects the nation's public lands and natural resources



Department of Agriculture (1889)
Assists farmers and consumers of farm products



Department of Commerce (1903)
Supervises trade, promotes U.S. tourism and business



Department of Labor (1913)
Is concerned with the working conditions and wages of U.S. workers



Department of Health and Human Services (1953)
Works for the health and well-being of all Americans



Department of Housing and Urban Development (1965)
Deals with the special needs and problems of cities



Department of Transportation (1966)
Manages the nation's highways, railroads, airlines, and sea traffic



Department of Energy (1977)
Directs an overall energy plan for the nation



Department of Education (1979)
Provides advice and funding for schools



Department of Veterans Affairs (1989)
Directs services for veterans



Department of Homeland Security (2002)
Oversees America's defenses against terrorist attack

Evaluating Charts

The heads of the 15 executive departments are members of the cabinet. Which department manages public lands?

President George W. Bush is seen here seated with members of his cabinet.





TIME *Teens In Action*

It's not every kid who has attended a presidential inauguration. Then again, Haamid Johnson is hardly "every kid." By age 17, Johnson had been elected Youth Mayor of Chicago and had an internship at City Hall. He organized a school political science club, been twice elected class president, worked briefly for the Democratic Party, and logged some 50 hours passing out flyers and making phone calls for then-candidate George W. Bush.

"Even though Bush did lose Illinois," says Johnson, "I feel I did contribute something. I guess that's the important part: Participating is the main thing."

Johnson's political passion stems from a teacher. "I just saw this guy and I said 'wow!'" Johnson recalls. "He motivated me to speak and to write. We just hit it off. He said I should start a political science club. Then, he encouraged me to run for freshman class president. I was thinking about running for treasurer. But he said, 'No, go for the big one.'"

Haamid Johnson from Illinois



to run a government program or what to do in a certain situation, federal agencies often determine what government policy will be.

Independent Agencies

The executive branch includes hundreds of **independent agencies**. They are called independent because they are not

part of the cabinet. They are not, however, independent of the president. The president appoints the directors of these agencies, with the approval of the Senate. In general, however, they can be divided into three types: executive agencies, government corporations, and regulatory commissions.

Executive Agencies These are independent agencies responsible for dealing with certain specialized areas within the government. The National Aeronautics and Space Administration (NASA) is an example. It operates the United States space program.

Government Corporations More than 50 independent agencies are **government corporations**. These are like private businesses, except that the government rather than individuals owns and operates them. With Senate approval, the president chooses a board of directors and a general manager to run each corporation. Like private businesses, they charge fees for their services and products, but they are not supposed to make a profit. The United States Postal Service, for example, is a government corporation.

Regulatory Boards and Commissions These units differ from other independent agencies. They do not have to report to the president, who appoints the members but cannot fire them. Only Congress can remove them, through impeachment.

Regulatory commissions are supposed to protect the public. They make and enforce rules for certain industries or groups. For instance, the Federal Communications Commission (FCC) makes broadcasting rules for the nation's television and radio stations. Other regulatory commissions place limits on how companies can operate in order to promote honesty and fair competition.



Government Workers

A former cabinet secretary once said, “A Cabinet member does not run a Cabinet department [alone].” Indeed, each department has thousands of employees. The top leadership jobs generally go to **political appointees**—people whom the president has chosen because they have proven executive ability or were important supporters of the president’s election campaign. Their employment usually ends when the president leaves office.

About 90 percent of all national government employees are **civil service workers**. Unlike political appointees, civil service workers usually have permanent employment. These career government employees develop much experience on the job. These are people, ranging from clerks to doctors and lawyers, employed by the federal government through the **civil service system**—the practice of hiring government workers on the basis of open, competitive examinations and merit.

Before 1883 a great many federal jobs fell under the **spoils system**. In this system, government jobs went to people as a

reward for their political support. Each newly elected president would sweep out most of the old federal workers and replace them with his own political supporters and friends. The idea was “To the victor belong the spoils [jobs].” Public dissatisfaction with abuses of the spoils system, and public outrage over the assassination of President James Garfield in 1881 by a man who was refused a job under the system, led Congress to pass the Pendleton Act.

This law, also known as the Civil Service Reform Act of 1883, placed limits on the number of jobs a new president could hand out to friends and backers, and it created the civil service system. The Office of Personnel Management (OPM) directs the civil service system today. It sets standards for federal jobs, and it gives demanding written tests to people who want those jobs. The civil service system is a **merit system**. Government officials hire new workers from lists of people who have passed the tests or otherwise met civil service standards.

Reading Check **Describing** What is the purpose of regulatory commissions?

SECTION 4 ASSESSMENT



Study Central™ To review this section, go to civ.glencoe.com and click on **Study Central™**.

Checking for Understanding

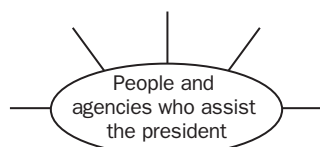
- 1. Key Terms** Define the following terms and use them in complete sentences related to the presidency: **federal bureaucracy**, **independent agency**, **government corporation**, **political appointee**.

Reviewing Main Ideas

- 2. Describe** What does the Constitution say about the role of the First Lady in our government?
- 3. Contrast** What is the difference between a private and a government corporation?

Critical Thinking

- 4. Making Inferences** What part of the EOP do you think is the most important? Why?
- 5. Analyzing Information** Organize the roles of people who assist the president by completing a graphic organizer like the one below.



Analyzing Visuals

- 6. Infer** Review the cabinet departments of the executive branch on page 183. Why are there so many cabinet departments under the president of the United States?

★ BE AN ACTIVE CITIZEN ★

- 7. Research** Find out about your governor’s staff. How many people work as assistants and advisers to the governor? How are they similar to the president’s staff?

Assessment & Activities

Review to Learn

Section 1

- There are constitutional and informal requirements for the U.S. presidency.
- Presidents are elected through an indirect method called the Electoral College.



Section 2

- According to the Constitution, the president's main job is to carry out the laws passed by Congress.

Section 3

- The basic goal of American foreign policy is national defense.



Section 4

- The EOP is the president's administration.


FOLDABLES™
Study Organizer

Using Your Foldables Study Organizer

Exchange completed foldables with a classmate. On your classmate's foldable, find what he or she "wanted to know." Then use this information to ask your classmate a few questions. Did your classmate find out what he or she wanted to know?

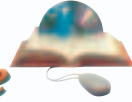
Reviewing Key Terms

Write the key term from the chapter that fits each definition below.

1. a rule issued by the president that has the force of law
2. people chosen by the president to fill a certain post because they were important supporters of the president's election campaign
3. a pardon toward a group of people
4. secretaries of the executive departments, the vice president, and other top officials who help the president make decisions and policy
5. members of a party chosen in each state to formally elect the president and vice president
6. a government's plan for dealing with other nations
7. the practice of victorious politicians rewarding their followers with government jobs
8. an agreement prohibiting trade
9. a business owned and operated by the government to provide services to the public
10. the practice of government employment based upon competitive examination and merit

Reviewing Main Ideas

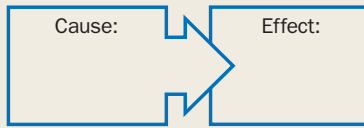
11. How is the number of each state's electoral votes determined?
12. Who would assume the presidency if both the president and vice president died?
13. To whom does the Constitution give the power to officially declare war?
14. What role do presidents play when they help someone campaign for a Senate seat?
15. What president created the EOP?
16. What agency has the most responsibility for preparing the federal budget?
17. How are directors of independent agencies appointed?
18. What event spurred passage of the Civil Service Reform Act of 1883?



Self-Check Quiz Visit the *Civics Today* Web site at civ.glencoe.com and click on **Self-Check Quizzes—Chapter 7** to prepare for the chapter test.

Critical Thinking

- 19. Analyzing Information** Why do you think an EOP was not needed prior to 1939? How did previous presidents manage without this office?
- 20. Cause and Effect** What effect does the civil service system have on the work of the federal bureaucracy? Explain this relationship using a graphic organizer like the one below.



Practicing Skills

Reading an Election Map Refer to the presidential election map on page 170. Then answer the following questions.

- 21.** How many electoral votes does your state have? Which 2000 presidential candidate did your state support?



Economics Activity

- 22.** The president's annual budget is a plan for managing the nation's economy. Like any blueprint, it states overall goals and the strategies for achieving them. Design an economic blueprint for a small business that you might start. Take into account spending, earning, and investment goals.



Technology Activity

- 23.** One of the services provided by an executive department of the government is travel warnings for U.S. citizens who are thinking about foreign travel. Search the Internet for the United States Department of State Web site. Find a country for which there is a travel warning and summarize the warning.

★ CITIZENSHIP COOPERATIVE ACTIVITY ★

- 24.** Divide into groups and write a letter to the president expressing your views on a current issue. Share any response you receive with the class.

Analyzing Visuals

Study the political cartoon on page 174 and answer the following question.

- 25.** This cartoon shows President Roosevelt acting as president. Which roles of the presidency is he filling in the cartoon? Explain your choices.

Standardized Test Practice

Directions: Choose the *best* answer to the following question.

Which of the following statements is a description of the winner-take-all system of electing the president of the United States?

- A** American citizens elect the president directly through popular vote.
- B** If a candidate wins the popular vote, that candidate usually gets all of the state's electoral votes.
- C** The electoral votes a candidate receives are proportional to the popular votes that candidate received.
- D** Large states have more electoral votes than small states.

Test-Taking Tip

Before reviewing the answer choices, jot down an answer to the question in your own words.

THE WHITE HOUSE—ONCE described by Gerald Ford as “the best public housing in the world” and by Harry Truman as a “glamorous prison”—turned 203 in 2003. On a typical morning it is a village of 6,000 busy souls: the president and First Lady, gardeners, journalists, clerks, cooks, cops, economists, guests, and tourists operating in harmony on 18 acres.

This intricate model of the presidential mansion, built on a scale of 1 inch to 1 foot, was begun in 1962 by John and Jan Zweifel of Orlando, Florida. Except for the location of the library, which was pushed forward for show purposes, the Zweifels’ White House is a faithful recreation of the original, down to TVs, furniture, and paintings. The Zweifels contact the White House every few weeks to find out if anything has changed. The 60-foot by 20-foot, 10-ton model, which includes the East and West wings (not shown), took more than 500,000 hours to construct and cost more than \$1 million.



1 SITTING ROOM

Generally claimed by the First Lady, this room was allocated one of the building’s first water closets in 1801.

2 MASTER BEDROOM Nancy Reagan decorated

this room in hand-painted paper from China.

3 PRESIDENT’S STUDY F.D.R. used this room as a bedroom; the Reagans liked to have quiet dinners here in front of the TV.

4 YELLOW OVAL ROOM

One of the most historic rooms in the house, it took on the color yellow during the tenure of Dolley Madison.

5 TREATY ROOM

Originally a large bedroom, it served

as Bill Clinton’s office in the residence.

6 LINCOLN BEDROOM

Lincoln signed the Emancipation Proclamation here.

7 LINCOLN SITTING ROOM

McKinley’s war room during the Spanish-American War.

8 STATE DINING ROOM

Gilbert Stuart’s portrait of George Washington hung here when the British torched the mansion in 1814.



THE WHITE HOUSE



STEVEN P. WIDOFF FOR TIME

9 RED ROOM

John Adams's breakfast room was where Rutherford B. Hayes took the oath of office in 1877.

10 BLUE ROOM

Where Grover Cleveland married Frances Folsom, in 1886.

11 GREEN ROOM

Thomas Jefferson's dining room is now used for receptions.

12 EAST ROOM

The largest room in the mansion, it was used by Abigail Adams to dry the family wash.

13 LIBRARY

Placed here by the replica designers, the library is actually located behind the Vermeil Room.

14 MAP ROOM

Decorated with Chippendale furniture, it was inspired

by Churchill's World War II map room.

15 DIPLOMATIC RECEPTION ROOM

Site from which F.D.R. broadcast his fireside chats (though the fireplace at that time was fake).

16 CHINA ROOM

Edith Wilson set aside this room to display china.

17 VERMEIL ROOM

Once used as a billiard hall, it takes its name from a display of vermeil (gilded silver).