

Reinforcing Citizenship Skills

Identify a state or national issue that is important to you. Find out the names of your United States representative and senators. Then compose a letter to one of them about the issue. Explain your opinion clearly and courteously. Be sure to use correct letter format.

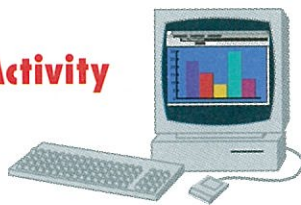
Cooperative Learning

With a group of five, select one of the congressional committees listed on page 220. Find out more about this committee and what bills it is currently studying. Choose one of these bills and make recommendations on whether the bill should be rejected, pigeonholed, or sent to Congress for consideration. Present your report to the class. Ask the class to role-play the part of Congress and vote on the issue.

Technology Activity

Using a Word Processor

Review your journal on your ideas about how you would deal with issues if you were a member of Congress. Then use a word processor to write a persuasive essay that describes your goals, explains your reasons, and encourages readers to vote for you when you run for election. Remember as you write your essay that a major responsibility of a member of Congress is to reflect the opinions of the voters.



Focusing on Your Community

Find out about an issue Congress debated during the last year that has had an impact on your community. Find out what your representative's and senators' stands were on this issue and how they voted on any related bills.

Analyzing Visuals

Until recently, most members of Congress were white males. Now things are beginning to change. Study the table below. Then answer the questions.

1. Which group has shown the largest increase in Congress?
2. In which year were the greatest increases seen?
3. Based on the information in this table, what do you think might happen in future elections?

Minority Representation in Congress

	1991	1993	1995	1997
Women	31	54	57	60
African Americans	26	40	40	38
Hispanic Americans	12	19	18	18
Native Americans	1	1	1	1
Asian Americans	7	9	8	5

Source: *Congressional Quarterly*.

The Presidency

CIVIC PARTICIPATION

The presidency is the nation's highest elected office. To carry out their responsibilities, Presidents rely on the offices and departments of the executive branch. Contact a federal information center to find out about the responsibilities of various divisions of the Executive Office of the President. Be sure to obtain addresses and phone

numbers. Find out what these offices can do to help citizens.

Working in Your Community

Use the information you obtain to prepare a brochure that lists the executive offices, outlines their roles, and provides addresses and phone numbers. Distribute this brochure in your neighborhood. ■

Your Civics Journal

During the next week, pay attention to the news to find what actions the President has taken on different issues. Write down your findings in your civics journal. Next to each entry, indicate your stand on the issue and whether or not you agree with the President's actions.





The President and Vice President

FOCUS

TERM TO KNOW

cabinet

OBJECTIVES

- Describe the qualifications and terms of office for **the President**.
- Describe the qualifications and terms of office for **the Vice President**.
- Describe the constitutional provisions for **presidential succession**.

The presidency is the most important office in the United States and one of the most important in the world. As head of the executive branch of government, the President must make decisions that affect the lives of all Americans. The President receives advice and assistance in carrying out the responsibilities of the office from the **cabinet**, a group made up of the heads of the executive departments, the Vice President, and other important officials.

The President

The Constitution lists only three requirements to become President of the United States. The President must be a native-born (not naturalized) citizen of

this country. He or she must be at least 35 years old and must have lived in the United States for at least 14 years. In theory, anyone who meets these qualifications can become President.

In practice, however, the requirements for becoming President are more complex. Almost all our Presidents have shared similar characteristics. Every President in American history has been a white male. All but one have been Protestant, and many have been of British ancestry. Most, but not all, attended college, and many began their careers as lawyers.

Only in the past few decades has the presidency become a possibility for a wider range of Americans. John F. Kennedy, a Catholic, was elected 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 male, ran a close second in the race to become the Democratic candidate for President.

Presidency President Clinton confers with Secretary of the Treasury Robert Rubin. *What are the constitutional requirements for the presidency?*



Salary and Benefits

The President receives a salary of \$200,000 per year, plus another \$50,000 per year for expenses and up to \$100,000 per year for travel. Congress sets the President's salary and cannot change it during the President's term.

In addition, the President and his or her family enjoy free lodging in the White House and the use of Camp David, a mountain estate in Maryland. They receive the finest possible medical care and personal protection. They also have hundreds of assistants to help them with their public and personal activities. The President also enjoys the power, prestige, and respect that come with the office.

Election and Terms of Office

Presidential elections are held every four years. You have already learned much about the presidential election process—how presidential candidates are nominated and about the role of the Electoral College.

The presidential election process—like the presidency itself—depends heavily on tradition. The law does not require political parties to nominate presidential candidates. Nor are members of the Electoral College required by law to select either party's candidate. These traditions have been with us for so long, however, that they have almost taken on the force of law.

Sometimes long-established traditions are turned into law. For example, the Constitution originally placed no limit on the number of terms a President could serve. George Washington, who felt that eight years was enough for any President, stepped down after two four-



Vice Presidency President Clinton and Vice President Gore meet regularly for political discussions. *What are the qualifications for the vice presidency?*

year terms. Following Washington's example, no President served more than two terms until 1940, when President Franklin D. Roosevelt was elected to a third term. In 1944 Roosevelt was elected to a fourth term.

After Roosevelt's death, Congress proposed a constitutional amendment that would prevent any President from breaking the two-term tradition again. The Twenty-second Amendment, ratified in 1951, limits each President to two terms in office.

The Vice President

The Vice President is the only other member of the executive branch mentioned in the Constitution. Article II says that if the President dies or leaves office, the Vice President automatically takes on all the powers of the President. For this reason, the qualifications for the vice presidency are the same as those for the presidency.



Nixon's Successor Gerald Ford became President in August 1974 when Richard Nixon resigned from the presidency. Which amendment deals with presidential succession?

As you may remember from Chapter 9, the Vice President serves as president of the Senate. Although the Constitution assigns the Vice President no other official duties, many Presidents have given their Vice Presidents major responsibilities. Most recent Vice Presidents have taken part in cabinet meetings and have helped make important government decisions.

Salary and Benefits

The Vice President earns a salary of \$171,500 per year, plus \$10,000 per year for expenses. The Vice President also receives many of the same benefits as the President, including a free residence, a large staff, and a variety of personal services.

Election and Terms of Office

The procedure for electing the Vice President has changed since the Constitution was written. Originally, members of the Electoral College voted for two

candidates for President. The candidate who received a majority of electoral votes became President, and the candidate who came in second became Vice President.

This procedure caused problems. With more than one person from each political party competing for the presidency, it was difficult for any candidate to win a majority of the electors' votes. The adoption of the Twelfth Amendment in 1804 solved the problem. This amendment allowed the Electoral College to vote separately for President and Vice President.

Although the number of four-year terms a Vice President can serve is not limited, no Vice President has ever served more than two terms.

Presidential Succession

In 1841 William Henry Harrison became the first President to die in office. His death raised many questions. While the Constitution says that the Vice President should assume the "powers and duties" of the presidency, no one was sure what that meant. Should the Vice President remain Vice President while doing the President's job? Should the Vice President become President? Should a special election be called to elect a new President?

Vice President John Tyler settled the matter. He declared himself President and served out the remainder of Harrison's term. Since Tyler's time, eight other Vice Presidents have taken over the presidency following the death or resignation of a President.

Congress eventually decided that the selection of a President was too important to be left to tradition. In 1947 Congress passed the Presidential Succession



CHART STUDY

Presidential Succession In 1947 Congress passed a law on the order of succession to the presidency. *Who follows the speaker of the house in 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

**Secretaries of Other
Executive Departments**

Act, which indicates the line of succession after the Vice President. According to this law, if both the President and Vice President die or leave office, the speaker of the house becomes President. Others in line include the president *pro tempore* of the Senate and the members of the cabinet.

Twenty years later, Congress ended all remaining questions about presidential succession by passing a constitutional amendment. The Twenty-fifth Amendment, ratified in 1967, says that if the President dies or leaves office, the Vice President legally becomes President.

The new President then chooses another Vice President, whose selection both houses of Congress must approve. The amendment also allows the Vice President to become “Acting President” if the President is temporarily unable to carry out the duties of office.

The Twenty-fifth Amendment has already been used three times. The first was in 1973, when Vice President Spiro Agnew resigned. President Richard Nixon replaced him with Gerald R. Ford, a representative from Michigan. In 1974, when Nixon resigned from the presidency, the amendment was used a second time. Gerald Ford became the new President and chose Nelson A. Rockefeller, former governor of New York, to be his Vice President.

In 1985 the Twenty-fifth Amendment was used again. President Ronald Reagan, who was about to undergo surgery, informed Congress that he would be unable to carry out his presidential duties during the operation. As a result, Vice President George Bush served as Acting President for about eight hours.

★ SECTION 1 REVIEW ★

UNDERSTANDING VOCABULARY

Define cabinet.

REVIEWING OBJECTIVES

- 1 What are the qualifications and terms of office for the President?
- 2 What are the qualifications and terms of office for the Vice President?
- 3 What are the constitutional provisions for presidential succession?

SUPREME COURT CASE STUDIES

United States v. Nixon

While the doctrine of “separation of powers” works fairly well, sometimes one branch finds itself in conflict with another. A dramatic conflict occurred during the Watergate affair.

The Watergate Affair

The affair began when people linked to President Richard Nixon’s reelection committee were caught breaking into the offices of the Democratic National Committee in the Watergate building in Washington. Special Prosecutor Leon Jaworski led an investigation into the President’s possible involvement in the case.

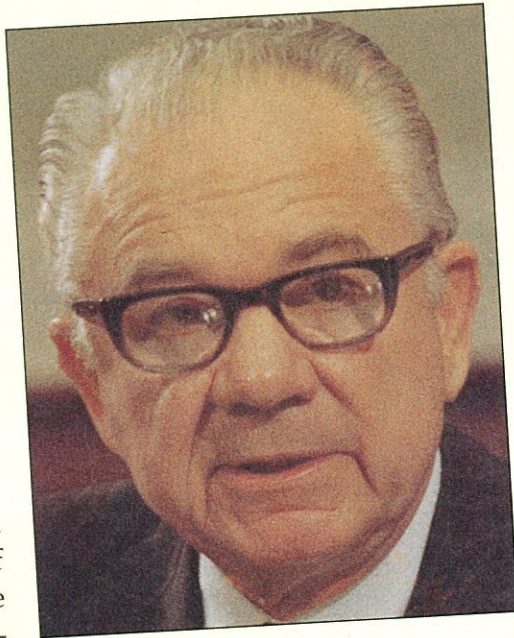
The Tapes

Jaworski asked Nixon to turn over 64 tapes of conversations with White House aides on the Watergate affair. The President refused. He claimed that executive privilege—the right to have confidential discussions to conduct the nation’s business—protected the tapes. He also argued that the courts—the judicial branch—had no right to interfere in a dispute between the President and Jaworski, who was a member of the Justice Department, part of the executive branch.

The Case

In *United States v. Nixon* (1974), the Supreme Court rejected President Nixon’s arguments. It said that Presidents could claim executive privilege when military and national security issues were involved but could not do so to conceal evidence of a crime.

The Court also ruled that, as a law enforcement officer, Special Prosecutor Jaworski represented the judicial branch and had a right to seek evidence from the President in a criminal proceeding.



Special Prosecutor Leon Jaworski

The Results

As a result of the Court’s ruling, President Nixon was forced to turn over the tapes. These conversations revealed his involvement in a cover-up, and this led to his resignation.

REVIEWING THE CASE

- 1 What arguments did President Nixon use to try to withhold the 64 tapes?
- 2 What did the Supreme Court rule in *United States v. Nixon*?



The President's Major Roles

FOCUS

TERMS TO KNOW

bureaucracy, executive order, ambassador, treaty, executive agreement

OBJECTIVES

- Describe the President's responsibilities as **Chief Executive**.
- Identify two powers given to the President as **chief diplomat**.
- Compare the military responsibilities of the President as **commander in chief** and those of Congress.

The Constitution holds one person—the President—responsible for carrying out the duties of the executive branch. As the nation has grown, the duties and responsibilities of the executive branch have also grown. In carrying out these tasks, the President takes on several different roles. These include Chief Executive, chief diplomat, and commander in chief.

Chief Executive

The most important job of the President is to carry out the nation's laws. Article II of the Constitution gives the President the responsibility to "take care that the laws be faithfully executed."

When Congress passes a law, a number of issues must be resolved before the law can take effect and be enforced. Suppose, for example, that Congress passes a law requiring all cosmetics to have labels listing their ingredients. Although the law seems relatively simple, many questions must be answered. How big should the labels be? In what order should the ingredients be listed? Which products should be considered "cosmetics"? (For example, is hair spray a cosmetic or simply a grooming aid?) What action should be taken if manufacturers break the law?

Congress cannot possibly deal with all these details when it writes a bill. Instead, the executive branch of the government determines the specific provisions of each new law. The President, of course, does not attend to such details personally. Overseeing the execution of national laws is the responsibility of the hundreds of agencies and millions

Chief Executive President Clinton speaks to reporters at a press conference. *Why do you think a President's words are newsworthy?*

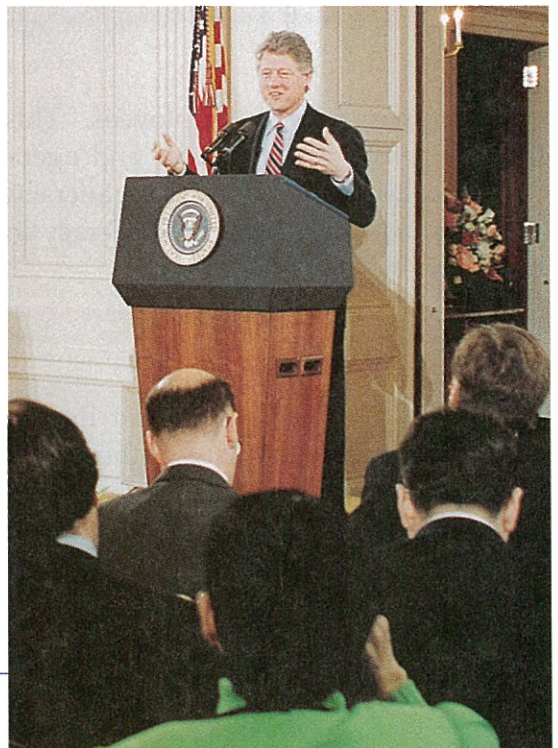


CHART STUDY

Powers and Duties of the President These illustrations show the many roles of the President of the United States. *Which is the President's most important role?*



Chief Executive

Carries out the nation's laws
Issues executive orders
Appoints cabinet members
and other officials



Commander in Chief

Has final authority over all military matters



Chief Diplomat

Deals with foreign countries
Appoints ambassadors
Makes treaties



Chief of State

Represents the whole nation



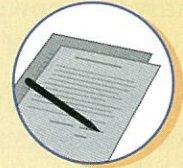
Party Leader

Supports party members
in election campaigns
Helps unify party
and give it direction



Judicial Leader

Appoints judges to Supreme Court and other federal courts
Can issue pardons and reprieves



Legislative Leader

Proposes legislation
Prepares federal budget
Approves or vetoes
legislation

of executive branch employees. This large network of individuals and agencies is called the federal **bureaucracy**. The President heads this bureaucracy in his role as the Chief Executive.

Issuing Executive Orders

One of the President's most important tools for executing laws is the power to issue executive orders. An **executive order** is a rule or command the President issues that has the force of law. Executive orders are often, though not always, is-

sued during times of crisis. During World War II, for example, President Franklin Roosevelt issued executive orders that put certain important industries under the direct control of the government.

According to the Constitution, only Congress has the power to make laws. Issuing executive orders, however, is generally considered part of the President's duty to "take care that the laws be faithfully executed."

Decisions any agency of the executive branch makes are also considered executive orders and have the force of

law. For example, if the Federal Trade Commission—part of the executive branch—decides that cosmetics' labels must use lettering one-eighth of an inch high, cosmetics manufacturers must obey this rule as they would a law Congress passes.

Appointing Officials

Because the President shares power with others in the government, it is important that these people be reliable and competent. It is also important that these people share the President's values and ideas so that they will support the President's policies and see that they are carried out.

The Constitution gives the President the power to appoint many government officials. Among these officials are ambassadors, judges, heads of government agencies, and members of the cabinet. Except for judges, the President can also remove most officials from office after they have been appointed. The Senate must approve almost all the President's appointments.

Chief Diplomat

Another role of the President is that of chief diplomat. The President and the executive branch have primary responsibility for dealing with other countries. The Constitution gives the President two important powers: the first is the power to appoint ambassadors; the second is the power to make treaties.

Appointing Ambassadors

An **ambassador** is an official representative of a country's government. The President appoints about 150 ambassadors, each of whom is sent to a different country as a representative of the United



Peace Accord Prime Minister Rabin of Israel (left) and Palestine Liberation Organization Chairman Arafat (right) signed an accord in Washington in 1993. *Which presidential role did President Clinton play in this meeting?*

States. As you may remember, the President needs the approval of the Senate in order to appoint ambassadors.

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, and that country will not be allowed to send an ambassador to the United States.

Making Treaties

The second important power of the President as chief diplomat is the power to make treaties. A **treaty** is a formal agreement between two or more countries. The Constitution gives the President the power to make treaties with



The Power to Make Treaties In January 1993, President George Bush and Russian President Boris Yeltsin signed the START II treaty. *What is a treaty?*

“the advice and consent of the Senate.” The Senate must approve the treaty by a two-thirds vote. Only then can it be signed into law.

Often Presidents bypass the Senate by making executive agreements instead of treaties. An **executive agreement** is an agreement between the President and the leader of another country. It has the force of law but does not require Senate approval. Most executive agreements deal with fairly routine matters.

Commander in Chief

The Constitution gives Congress the power to maintain an army and the power to declare war. In keeping with the system of checks and balances, however, it makes the President the commander in chief, or leader, of the armed forces. Only the President can order American soldiers into battle.

Military power can sometimes threaten a nation’s government. Many times in

history, the military leaders of a country have used force to take over their government. The writers of the Constitution hoped to avoid this danger by making the President, a nonmilitary person, the commander of the armed forces. For the same reason, they divided responsibility for the military between the executive and legislative branches.

The War Powers Act

Occasionally, however, the President has used the power as commander in chief in ways that have threatened the system of checks and balances. For example, Congress never declared war in Korea and Vietnam. Yet the United States became involved in an armed conflict in Korea after President Truman sent troops to fight there, and in Vietnam under Presidents Eisenhower, Kennedy, Johnson, and Nixon.

In 1973, following the Vietnam War, Congress passed the War Powers Act,



Commander in Chief President Lyndon Johnson visited American troops in Vietnam. *Why does the Constitution give the President leadership of the armed forces?*

which limits the President's authority to wage war. This law requires the President to notify Congress immediately 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 unless it declares war.

Peacetime Role

During an actual war—one that Congress declares—the President may be given special powers. For example, the President can order the United States Army to take over the government of another country.

During peacetime, the President can use the armed services for a variety of purposes. In 1995, for example, President Clinton sent United States troops to Bosnia to take part in the NATO peace-keeping force. Presidents can also call out government troops to keep order within the United States. President Eisenhower did this in 1957, in Little

Rock, Arkansas, when attempts to integrate public schools led to clashes between groups of angry citizens and the local police.

★ SECTION 2 REVIEW ★

UNDERSTANDING VOCABULARY

Define bureaucracy, executive order, ambassador, treaty, executive agreement.

REVIEWING OBJECTIVES

- 1 What are the President's responsibilities as Chief Executive?
- 2 What two powers does the President have as chief diplomat?
- 3 Which military responsibilities are given to the President as commander in chief and which to Congress?



The President's Other Roles

FOCUS

TERMS TO KNOW

pardon, reprieve, amnesty

OBJECTIVES

- Identify five ways in which the President in the role of **legislative leader** can influence congressional legislation.
- Explain how the President in the role of **party leader** can help the party and its members.
- Identify two powers the Constitution gives the President as **judicial leader**.
- Describe the President's role as **chief of state**.

In addition to acting as Chief Executive, chief diplomat, and commander in chief, the President plays several other important roles in the nation. These include legislative leader, party leader, judicial leader, and chief of state. Not all these roles come directly from the Constitution, but all are vital parts of the President's job.

Legislative Leader

Every President comes into office with ideas about what kind of place the United States should be. No President,

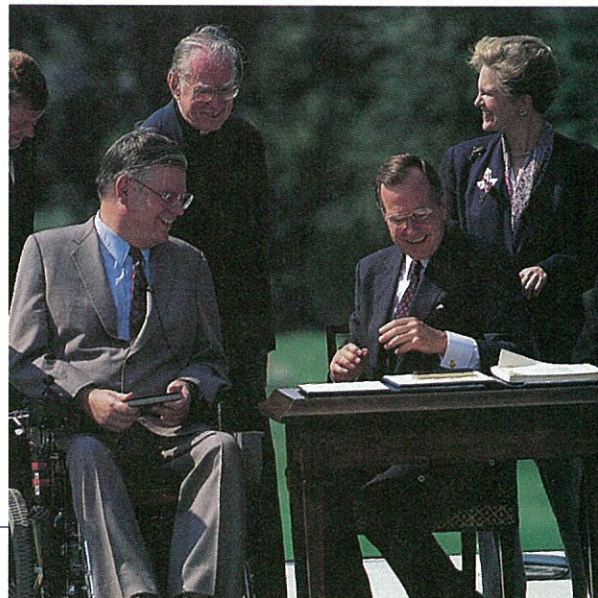
however, can make major changes in American life without the cooperation of Congress. Any attempts to change the nation require new laws, and only Congress can pass new laws.

The President can, however, play a large part in the legislative process. By developing a close relationship with the members of Congress—especially those who belong to the President's party—the President can often get Congress to pass laws that will advance his or her program.

Introducing Legislation

Suppose, for example, that the President wants a bill introduced in Congress. A member of the President's staff will first draft the bill according to the President's instructions. The President will then ask a senator or representative to introduce the bill in Congress. Once a bill has moved into congressional committee, the President may speak individually to the committee members and encourage them to approve it.

Legislation President George Bush signed the Americans with Disabilities Act in 1990. *What tactics can a President use to persuade Congress to pass a particular bill?*



When it is time for the full House or Senate to vote on a bill the President supports, the President may use a variety of tactics to encourage passage of the bill. Those tactics might include telephoning members of Congress, inviting them to the White House to discuss the bill, or even promising not to veto another bill that a member of Congress supports. Another tactic the President might use is to appeal to the American people by making a speech on television. If the speech is convincing enough, the voters may pressure their senators or representatives to pass the legislation. President Ronald Reagan, known as “the Great Communicator,” used this technique successfully a number of times.

Influencing Legislation

The President also has more formal ways to influence legislation. Once a year, as required by the Constitution, the President makes a State of the Union address to Congress. In this speech the President presents the administration’s goals for the coming year. Shortly afterward the President submits a budget to Congress, which recommends how the government should raise and spend money to reach those goals. Congress is not required to accept the President’s budget, but it often does.

The President may also call a special session of Congress to consider urgent matters. This is rarely necessary today because Congress now meets for most of the year.

Party Leader

When a political party’s candidate is elected President, that person becomes the leader of the party. This role carries

no special powers or privileges. Like all political party members, however, the President does try to help the party. One way a President can do this is by appointing party members to government jobs through patronage, the system of rewarding party workers with jobs or special favors. Another way is by making speeches and personal appearances in support of party members who are running for election.

DID YOU KNOW?

America’s First Ladies

First Ladies—the wives of our Presidents—have distinguished themselves in unique and interesting ways. Eleanor Roosevelt worked tirelessly for the young, the disadvantaged, and minorities. “Lady Bird” Johnson waged a campaign to beautify the nation’s highways. Barbara Bush crusaded against illiteracy. Hillary Clinton worked to improve health care for all Americans.

First Ladies also have delighted Americans with their ingenuity and style. Dolley Madison saved documents from a burning White House during the War of 1812. Helen Taft let a cow graze on the White House lawn to provide milk for the kitchen. Jacqueline Kennedy re-decorated the White House and made it a living museum for the nation.

Hillary Rodham Clinton



Although it is not always obvious, the President's role as party leader influences much of what happens in the national government. When making treaties, appointing officials, suggesting legislation, or executing laws, the President tries to consider the goals and interests of the party—as well as the country. In return, members of the President's party—in all levels and branches of government—try to act in ways that will help the President.

Judicial Leader

The Constitution gives the President the power to appoint judges to the Supreme Court and other federal courts. This power is one of the most important that the President holds.

As you will discover in Chapter 12, the Supreme Court has a great deal of in-

Appointments President Clinton nominated and the Senate confirmed the appointment of Ruth Bader Ginsburg to the Supreme Court. *What is the role of Supreme Court justices?*



fluence. It has final authority to determine whether a law is acceptable under the Constitution. Through this power to interpret the law and the Constitution, it can greatly affect life in America. Most Presidents try to appoint Supreme Court justices whose point of view is similar to their own. President Ronald Reagan, for example, appointed two Supreme Court justices—Antonin Scalia and Anthony Kennedy—who shared his views on civil rights, religion, and family values.

Once appointed, a Supreme Court justice usually holds that position for life. Therefore, by appointing new justices to the Supreme Court, Presidents can continue to influence the country long after they have left office.

The President also plays another, somewhat smaller, role in the judicial system. The Constitution gives the President the power to help an individual convicted of breaking federal laws. The President may grant a **pardon** to someone—that is, issue a declaration of forgiveness and freedom from punishment. The President may issue a **reprieve**, an order to delay a person's punishment until a higher court can rule on the case. If a large number of people have violated a federal law, the President also has the power to grant amnesty. **Amnesty** is similar to a pardon, except that it applies to a group rather than an individual.

Chief of State

Americans, like citizens all over the world, want their government to have a human face. Congress and the Supreme Court are groups with no distinct personality. The President, however, is an individual with familiar ways of speaking and acting. Unlike members of Congress,



Chief of State President Clinton and all the living former Presidents of the United States attended the funeral of Richard Nixon in 1994. *What does the President represent as chief of state?*

the President represents people from all 50 states. For most Americans, therefore, the President is a symbol of the United States government.

People want to admire the President and the First Family. They like to feel that the President is special. When the President greets a hero or throws the first pitch at a baseball game, many Americans feel good about their country.

The President's role as chief of state is mostly symbolic. The President may demonstrate America's support of the arts by inviting musicians to perform at the White House. The President may express United States respect for another nation by attending the funeral of its leader.

The role of chief of state is often difficult to distinguish from the President's other roles. For example, when the President meets with leaders of other nations to discuss important matters, these occasions usually involve speeches and ceremonies in which the President acts as chief of state. When the discussions turn

to the business at hand, however, the President once again assumes the role of chief diplomat or Chief Executive.

★ SECTION 3 REVIEW ★

UNDERSTANDING VOCABULARY

Define pardon, reprieve, amnesty.

REVIEWING OBJECTIVES

- 1 What are five ways in which the President as legislative leader can influence congressional legislation?
- 2 What can the President do as party leader to help the party and its members?
- 3 What two powers does the Constitution give the President as judicial leader?
- 4 What is the President's role as chief of state?



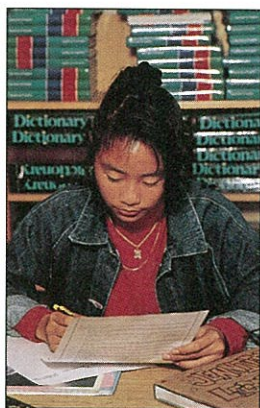
How to Use Primary Sources

Much of what we know as history is really historians' interpretations of past events. How accurately these events are portrayed depends upon how much information historians have and on the quality of that information.

Types of Sources

Accounts of events or descriptions of conditions made by participants and on-the-scene observers are called primary sources. They include people's diaries, journals, public records, and other personal and public documents.

Sources of information such as newspaper editorials and biographies are called secondary sources. They are not the accounts of eyewitnesses, but they are based on those primary sources. Historians use both primary and secondary sources to reconstruct the past.



Library research

was indebted to him for the services he had performed. After World War I, Hoover administered relief programs that helped Europe recover from the war. He also served as secretary of commerce under Presidents Harding and Coolidge. Hoover won the election of 1928 and became the thirty-first President.

A Primary Source

The following is an excerpt from Hoover's letter of reply to the chairman.

"You convey too great a compliment when you say that I have earned the right to the presidential nomination. No man can establish such an obligation. . . . My country owes me no debt. It gave me schooling, independence of action, opportunity for service and honor.

My whole life has taught me what America means. I am indebted to my country beyond any human power to repay. . . . It has called me into the cabinets of two Presidents. By these experiences I have observed the burdens and responsibilities of the greatest office in the world."

A Secondary Source

The following is a brief account of a historical event.

In 1928 the Republican national convention chose Herbert Hoover as its candidate for President. The convention chairman told Hoover that the nation

CITIZENSHIP IN ACTION

- 1 What reasons did Hoover give for not accepting the chairman's compliment?
- 2 Why are primary sources so important to historians?



The Executive Office

FOCUS

TERMS TO KNOW

administration, domestic

OBJECTIVES

- Identify and describe the basic functions of the three most important offices within **the Executive Office of the President**.
- Explain the difference between the EOP and **the executive departments**.

The executive branch is organized like a pyramid. The President, as Chief Executive, is at the very top of the pyramid. Directly below the President are a number of powerful officials, usually hand-picked by the President. Below these are many levels of lesser officials and managers. At the bottom of the pyramid are hundreds of thousands of people, from messengers to security guards to lawyers, who carry out the day-to-day work of the executive branch.

In general, the people at the top of the pyramid are the ones who set goals and make important decisions. Because the President or the President's closest advisers appoint them, they tend to be replaced every time a new President is elected. This group is usually referred to as the President's **administration**.

The Executive Office of the President

President Franklin D. Roosevelt created the Executive Office of the President (the EOP) in 1939. The people in the EOP are responsible for providing advice and helping Presidents do their job. Over the years, Presidents have changed the organization of the EOP according to their needs. The most important of the EOP offices are the White House Office, the Office of Management and Budget, and the National Security Council.

The White House Office

The core of the Executive Office of the President is the White House Office, which consists of the President's closest advisers and personal staff. Only the highest government officials get to meet with the President personally. Others must deal with the President's assistants in the White House Office.

The most powerful official in the White House Office is the chief of staff.

Executive Office Top administration officials and advisers meet to discuss current issues. *Who is the most powerful official in the White House Office?*





Budget Director Alice Rivlin heads the Office of Management and Budget. *What is the function of this office?*

The chief of staff decides who gets to see the President and which matters are important enough to be brought to the President's attention. It is often said that the chief of staff, rather than the President, really runs the White House.

Another member of the White House Office, the President's press secretary, is often in the public eye. The press secretary provides reporters with news about, and statements from, the President. Most of the President's other assistants do their work behind the scenes. Among them are speechwriters, clerical staff, and experts in many fields who advise the President.

Office of Management and Budget

Earlier in this chapter, you learned that the President submits a proposed budget to Congress each year. Preparing this budget is the responsibility of the Office of Management and Budget, or OMB. To prepare a realistic budget, the OMB must gather many statistics about the country's economy.

The budget director, the head of the OMB, meets often with the President. Together, they decide how much money should be allotted to each government program and where that money should come from. The result of their work is presented in the proposed budget that is given to Congress. This budget is the clearest statement of the administration's plans and goals for the coming year.

The National Security Council

Matters affecting the safety and security of the United States are among the most urgent a President must deal with. Faced with a possible threat from a hostile country, the President must make life-and-death decisions in a matter of hours or even minutes. The National Security Council helps the President make such decisions. Its members include the Vice President, the secretary of state, and the secretary of defense.

The National Security Council also supervises the Central Intelligence Agency (CIA). The CIA is responsible for gathering information about other governments. To do so, it uses undercover agents, informants, spy satellites, and other techniques.

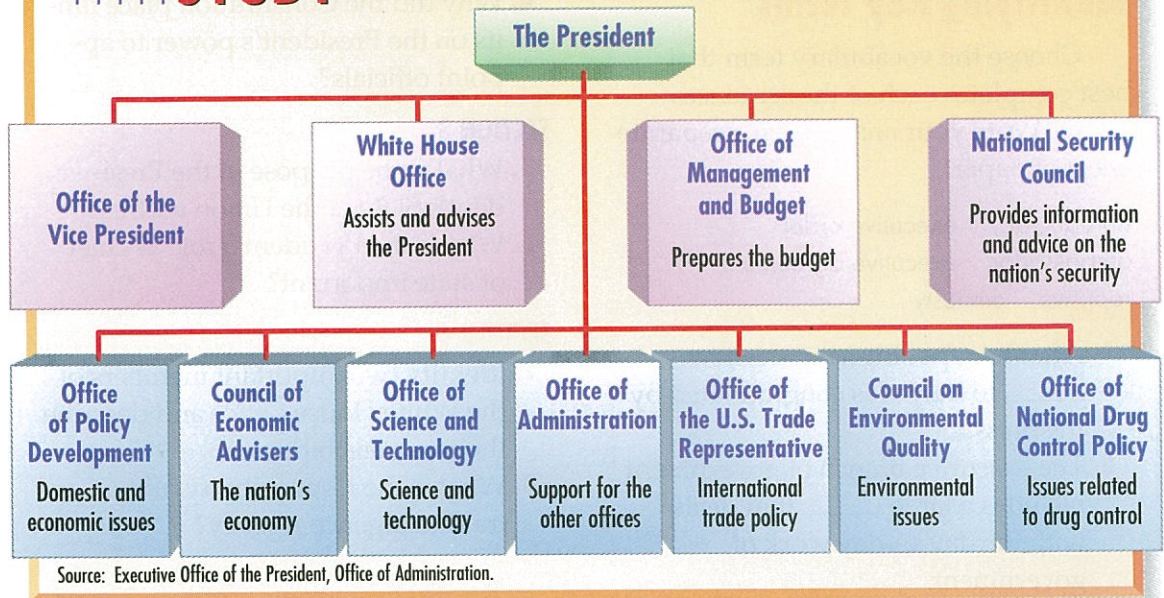
Other Offices Within the EOP

The Council of Economic Advisers helps the President make important decisions about domestic policy. **Domestic** refers to matters affecting only the United States. The council advises the President about the nation's economy and helps the President make decisions about taxes, inflation, and foreign trade.

The other offices within the EOP are the Council on Environmental Quality, the Office of Science and Technology Policy, the Office of Administration, the

CHART STUDY

Executive Office of the President Presidents rely on a variety of specialized departments for advice and assistance in carrying out their responsibilities. *Which office advises on technology?*



Office of the United States Trade Representative, and the Office of National Drug Control Policy. Together, the offices of the EOP allow the President to make careful and informed decisions about our country's future.

The Executive Departments

The EOP is only a small part of the President's administration. Many more people work in the 14 executive departments. These departments can be distinguished from the EOP by the kind of work they do. The EOP exists to serve and advise the President. The executive departments, on the other hand, play a direct role in governing the country. The officials in these departments use the power the President gives them to make and enforce regulations. The heads of the

executive departments make up the President's cabinet. The executive departments and the cabinet will be discussed at length in the next chapter.

★ SECTION 4 REVIEW ★

UNDERSTANDING VOCABULARY

Define administration, domestic.

REVIEWING OBJECTIVES

- 1 What are the three most important offices within the Executive Office of the President, and what are their functions?
- 2 What is the difference between the EOP and the executive departments?

Identifying Key Terms

Choose the vocabulary term that best completes each of the sentences below. Write your answers on a separate sheet of paper.

bureaucracy executive order
ambassador executive agreement
reprieve amnesty

1. After her appointment, the new _____ to Italy was congratulated by the press.
2. The executive branch of government includes a large _____ that deals with the day-to-day work of government.
3. During wartime, a President may need to issue an _____ to see that a policy is carried out quickly.
4. President Reagan granted the illegal aliens _____ so they would not be prosecuted for their illegal status.
5. The convicted man's punishment was delayed when he was granted a(n) _____.
6. Senate approval was not required for the _____ made between the President and the leader of the People's Republic of China.

Reviewing the Main Ideas

SECTION 1

1. Why were Presidents not elected for more than two terms before 1940?
2. What was the Presidential Succession Act of 1947?

SECTION 2

3. What is the role of the federal bureaucracy?

4. Why did the Constitution place limits on the President's power to appoint officials?

SECTION 3

5. What is the purpose of the President's State of the Union address?
6. Why is the President's role as chief of state important?

SECTION 4

7. Identify two important members of the White House Office and describe their responsibilities.
8. What is the responsibility of the Central Intelligence Agency?

Critical Thinking

SECTION 1

1. **Evaluating Information** Should a President be allowed to serve more than two terms? Why or why not?

SECTION 2

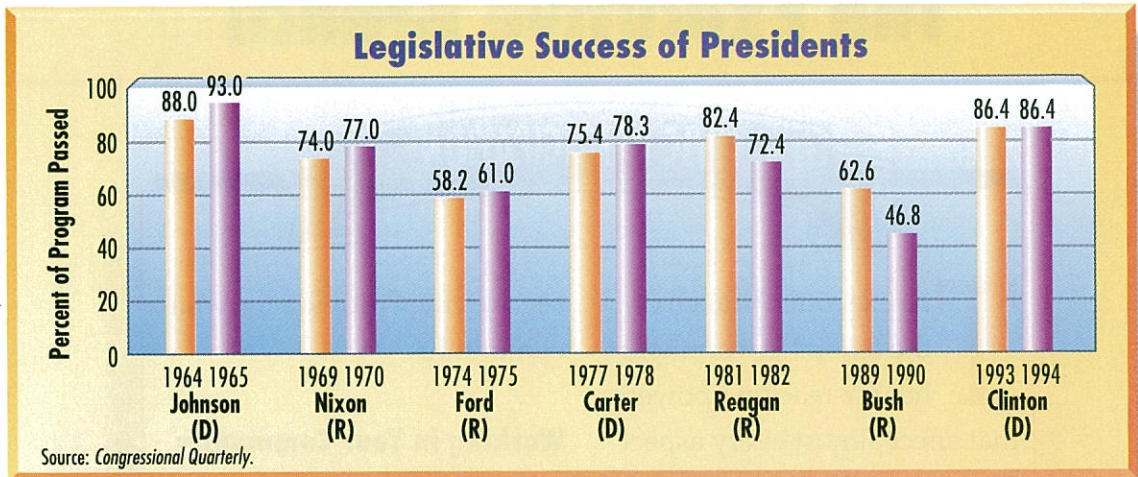
2. **Developing a Point of View** Do you think there should be more limits on the President's power? Explain why or why not.

SECTION 3

3. **Putting Ideas Together** In Great Britain the roles of chief executive and chief of state are played by two different people. Do you think this system would work in the United States? Why or why not?

SECTION 4

4. **Analyzing Information** Why do you think an EOP was not needed before 1939? How did previous Presidents manage without this office?



Reinforcing Citizenship Skills

Choose a recent or historical event for which you will be able to locate primary and secondary sources of information. Compare the primary source with one secondary source. Prepare a report for the class in which you describe the event and compare the information in the primary and secondary sources.

Technology Activity

Using E-Mail

Search the Internet for the President's e-mail address. You might want to use the following key words to focus your search: **White House, president, e-mail address**. Then review your civics journal on presidential actions or policies. Decide how one of these policies might affect you as a citizen. Then consider what you would have done. Write and send electronic mail to the President. Clearly explain



your feelings about any recent actions and suggest what you would have done.

Analyzing Visuals

Successful passage of bills requires Congress and the President to work together. Study the graph above. Then answer the questions.

1. What President had the worst record?
2. Overall, to what political party did most successful Presidents belong?

Cooperative Learning

With a partner, select a President you admire. Prepare a short biography. Then one partner will present your biography to the class; the other will read an excerpt from the President's speeches.

Focusing on Your Community

Ask various people in your community how they feel about the current President's performance. Limit your questions to one issue, such as foreign policy. Report your findings to the class.

The Executive Branch

CIVIC PARTICIPATION

The executive branch of the federal government has far-reaching powers that affect almost every aspect of our lives. Its departments and agencies set standards for our food, monitor the quality of our air, and print the money we use. Find out which federal departments or agencies have offices in your area. Visit or call some of these offices to learn what

services they provide for your community.

Working in Your Community

Ask your neighbors about their experiences with federal agencies. Find out whether they were successful in obtaining the information or assistance requested or were frustrated by bureaucracy and red tape. ■

Your Civics Journal

As you study this chapter, record the major issues in the news in your civics journal. Next to each entry, indicate what departments, agencies, or commissions in the federal government would most likely be involved in each issue.

