1. Duties of the President include: priority/agenda setting, political coalition building, crisis management, recruitment of administrative officials, and morale building.

2. In selecting members of the White House Staff, Presidents primarily seek people who are personally loyal to the President. Presidents do NOT search for ideological balance, extensive government experience (although that might be a plus), people who can help the President work well with Congress (although that might also be a plus), or non-partisans. Look at who Bush 43 put in as his advisors: Karen Hughes and Karl Rove—both loyal solid Republicans.

3. The greatest source of Presidential power is really found in politics and public opinion; it is not in the Constitution, and does not come from Congress, the media, or Supreme Court decisions.

4. Presidents have no authority to raise revenue without the consent of Congress. Formal and informal Presidential power comes in several ways, including media access, practices established during previous administrations, public support, and the Constitution.

5. The President has considerable control over the White House Staff, but not the Office of Management and Budget (OMB), the State Department, the Federal Communications Commission (FCC) or the Federal Reserve Board.

6. Presidents will often threaten to veto a bill that is under discussion to influence congress, and Congress respects this because Congress usually does not have the 2/3 supermajority required in both houses to override a Presidential veto. Presidents typically veto few Congressionally-passed bills.

7. Presidents have few tools to persuade recalcitrant members of Congress to vote for a bill. They can make a direct appeal to the public through the mass media, but cannot influence legislators by threatening to withhold campaign funds, adjourning Congress, threatening to deny renomination, or having members transferred to different committees, like a Prime Minister might.

8. The relationship between the presidency and the press is mutually dependent, with an adversarial press waiting for presidential mistakes. The press is not a watchdog over the people, and is frequently manipulative on both sides.
9. An area of concern to some people about the Presidency is the President's power to commit troops to dangerous situations. Hence, in 1973 Congress passed the War Powers Act to curtail the President's Constitutional role of commander-in-chief.

10. The Executive Office of the President includes:
   - National Security Council
   - Office of Management and Budget
   - Council of Economic Advisors
   - Office of National Drug Control Policy
   - Office of the Vice-President
   - Office of Policy Development
   - Council on Environmental Quality
   - Office of the United States Trade Representative
   - Office of Administration
   - Office of Science and Technology Policy
   - Technically, the White House Staff is NOT

11. Part of the political difficulty between Congress and the Presidency stems from the historic growth of Presidential powers beyond the Constitution and the idea that Congress and the Presidency both serve different constituencies and have different goals and views. The Constitution does not put strict limits on the power of the Presidency—actually it grants quite a bit of power and vaguely implies that other powers exist.

12. Powers granted by the Constitution to the Presidency:
   - Commissioning Officers in the Armed forces
   - Receiving Ambassadors
   - Granting pardons for federal offenses
   - Forming new cabinet-level departments
   - Preparing a State of the Union message (need NOT be delivered orally)

13. In general, Congress is most willing to defer to the President in the area of foreign policy.

14. Most scholars believe that the Congressional efforts to restrain the Presidency during the 1970s have done what to the power of the Presidency??????

15. Know the War Powers Resolution in and out! All details/provisions

16. Presidential impeachment process—know the procedure for removing a President. President must be impeached by House, then House Managers serve as prosecutors in the Senate, which conducts a trial with the Chief Justice of the Supreme Court presiding. 2/3 vote required for conviction.

17. Recent Presidents have found their relationship with their Cabinet to be weaker than they planned, since Cabinet officials often run off and “join the natives,” since they
want increased power and prestige for their department. The Cabinet members often feel that they are less effective than the Presidential staff.

18. Presidential goals often conflict with the institutional goals of cabinet level agencies (Republican Presidents don't like Health and Human Services, Labor, Democrats dislike Department of Defense). As a rule, cabinet members do not maintain close independent ties to Congress, and Cabinet offices are usually not stepping stones, as they are in parliamentary democracies. Cabinet members may disagree with the President on certain issues, but if they disagree too strongly or publicly, they will often be removed. Usually, most of the Cabinet is made up of members of the President's party (with maybe a token thrown in a lower office, like Bush 43 picking Democrat Norm Mineta as Secretary of Transportation).

19. Presidential claims for Executive Privilege are based on the need for confidential and candid advice from aides. Many times it has been misused to avoid criminal prosecutions.

20. Know about the Congressional Budget and Impoundment Act of 1974, which limits Presidential impoundment of funds.

21. Another War Powers Resolution Question!

22. Presidential power was increased by: 1) the Cod War 2) An increase in public expectation for services from the federal government 3) Domestic problems: inflation, unemployment, and civil rights 4) Increasing United States involvement in international affairs

23. Presidents usually come to rely on a pyramidal form of organization. Small, loose circular staffs are ineffective—

24. In trying to set legislation, the President is generally more successful than Congressional leaders in using the media to set the policy agenda.

25. The OMB's primary responsibility is to prepare the budget

26. Congress is most likely to prevail over the President on budget issues, but loses on foreign policy, military policy, public opinion, and veto battles

27. Executive Agreements made between a United States President and another head of state do not require Senate approval, but they may require Congressional allocation of funds for implementation. It has the same force as a treaty, but it is not binding on successive administrations or Congress. It has not been used extensively to end armed conflicts.
28. The White House Office consists of people who specialize in Press/Public Relations, Office of Management and Budget, the Presidential Chief of Staff, and domestic policy specialists. Foreign policy is usually handled through the State Department.

29. Over the past three decades, the Presidency and the Congress have frequently been held by different parties.

30. Aaron Wildavsky would agree:

- The American Presidency is really 2 presidencies, one for domestic policy one for foreign policy.
- Even the best domestic policy initiatives of the President often fail to garner Congressional support.
- Modern Presidents employ executive agreements to create de facto policies for the United States.
- Interest group influence and structure in foreign policy is weaker, so the President can exert greater influence in that area.

31. There are 14 Executive Cabinet Departments. (excluding EPA and Homeland Security)

32. Some government corporations include:

- Tennessee Valley Authority (TVA)
- Federal Deposit Insurance Corporation (FDIC)
- US Postal Service
- Amtrak
- NOT Independent Regulatory Agencies

33. Bureaucrats have one primary advantage over the President in the policy-making process: They usually have a continuity of service in the Executive branch that the President doesn’t have.

34. Know about the “iron triangle,” a.k.a the “cozy triangle.” The Iron Triangle consists of interest groups, bureaucrats, and Congress.

35. The “cozy triangle” is important because it describes the organization of policy making in our government.

36. Advantages of the modern bureaucracy include:

- It is somewhat isolated from Presidential whims and many bureaucrats are not political appointees.
- Bureaucrats are often experts in their fields.
- Compared to other industrial nations, the ratio of bureaucrats to population is smaller in the U.S.
Red tape is impartial and may actually help preserve fairness

37. When a person is selected by the President to head an agency and shift its policies in the direction of the President, the appointee generally finds that the interests and attitudes of career bureaucrats must be considered and change will likely be slow to happen.

38. A fundamental source of power for the federal bureaucracy lies in its ability to set specific guidelines after receiving a general mandate for Congress. They have little or no role in moving legislation in Congress, mediating conflicts, convincing Congress, or mobilizing public opinion.

39. Congressional constraints on the bureaucracy include:

- Use of committee hearings
- Controlling appropriations
- Use of GAO investigations
- Requiring internal reports of the bureaucracy


41. Most Americans view bureaucracy unfavorably. They feel that bureaucrats are too slow and unresponsive. Americans often want conflicting things from the bureaucracy. For example, with respect to the Immigration and Naturalization Service (INS), people want less red tape, but that red tape often promotes better work—because those regulations can keep out potential terrorists. Americans have the mis-impression that the bureaucracy is growing when it is actually receding. Generally, though, when Americans deal with bureaucrats, they don't mind the person they are actually dealing with.

42. In general, independent regulatory commissions are created to regulate certain industries to promote the public interest. They are NOT Cabinet Departments. They are not created to support Cabinet Departments. They do not propose policy alternatives, and do not regulate other bureaucratic agencies. People who serve on these commissions are usually balanced in party identification, and therefore, they do not increase the patronage power of the President.

43. The bureaucracy adopts regulations and policies that implement laws at a more specific and detailed level. For example, Congress may pass a law intended to put more restrictions on companies polluting the air. The bureaucracy will actually draft the exact permissible level or limit of pollution. The bureaucracy cannot adopt policies and regulations without Congressional authorization, or to counter Congressional legislation, or to enact Presidential policy. The bureaucracy is subject to judicial review.

44. The President has trouble controlling the bureaucracy because:
• Agencies often have political support from interest groups
• Agency staff often have information and technical expertise that the President and Presidential advisors lack
• Civil servants who remain in their jobs through changes in administration develop loyalties to their agencies and programs
• Congress is a competitor for influence over the bureaucracy
• The President CAN appoint administrators, but often these people are unable to change department policy or “run off with the natives”

45. Know the following topics and know why they are significant:

• Quasi-legislative powers
• Quasi-judicial powers

46. What is clientelism? How does clientelism virtually guarantee a lack of central control from the White House?

47. The federal bureaucracy is fragmented because our Federalist system is fragmented.

48. The President can use Executive Orders to check the bureaucracy. What is an Executive order?

49. The loyalties of cabinet members is often undermined by their desire to expand their agencies.

50. Bureaucratic Facts:

51. The revolving door is the idea that bureaucratic appointees often come from and eventually return to the industries which the bureau or agency regulates.

52. Understand the following quote: “A benefit once bestowed cannot easily be withdrawn.” With respect to bureaucracy. It is difficult to eliminate or diminish the role of agencies once they have served their original purpose.

53. Know the following jobs in the bureaucracy and what they do:

• Bureau Chief
• Secretary
• Undersecretary
• Program Director
54. The President can dismiss cabinet officers, but not commissioners of independent regulatory agencies. The President can’t really use an executive order to create a full-level Cabinet agency. Presidential appointments, regardless of position, are carefully selected so they advance the agenda of the President. Congress can appropriate funding to diminish or increase the ability of independent regulatory agencies and Congress to do their job. The Supreme Court has the final say over regulations issued by both Cabinet departments and Independent Regulatory Agencies.

55. When studying executive departments in the “cozy triangle,” the bureaucratic representative is usually the bureau chief.

56. Government corporations (like Amtrak and the Post Office) are designed to be self-financing. They compete with other companies but not by design.

57. When an independent regulatory assesses a penalty for a violation of a regulation, it is exercising quasi-judicial powers.

58. Over the past 7 years, the # of state and local employees has continued to increase. There are far more state and local employees than federal employees.

59. Peter Woll sees the bureaucratic problem as primarily a lack of will of the 3 constitutional branches to oversee the bureaucracy.

60. James Q. Wilson’s view of the bureaucratic state is the clientelism creates a set of political relationships that make it very difficult for even a majority to create changes in policy.

61. In the event that no candidate receives a majority of electoral college votes, the President is selected by the House of Representatives choosing from the top 3 candidates receiving electoral votes. The House votes by states. The Senate chooses the Vice-President, voting by individuals.

62. The typical activity of the President’s Chief of Staff role is receiving visiting Chiefs of State at the White House, or traveling abroad to meet with them.

63. The President cannot remove federal judges from office, regardless of whether he or she appointed them.

64. With respect to the bureaucracy, a relatively stable number of employees administered larger federal budgets and enforced more regulations from WW2-present.

65. As a result, government employees may become responsible for larger bodies of regulation than they can effectively monitor.
66. The role in which the President has probably exercised more authority is Commander-in-Chief.

67. The activity typical of the President’s role as Chief Diplomat is negotiating treaties with foreign governments.

68. A typical activity associated with the President’s role of Chief Legislator is offering the State of the Union Address.

69. The only requirement of a President in issuing an executive order is that the executive order must be published in the Federal Register. Understand the terms “executive order” and “Federal Register.”

70. Executive Privilege refers to the President’s right to withhold certain information from Congress and/or the Courts.

71. The only Presidents ever impeached were Andrew Johnson and Bill Clinton.

72. The agency that includes most of the key personal and political advisors to the President is the White House Office.

73. The Constitution does not give many powers to the Vice-President; the Veep is President of the Senate, and may vote only to break a tie. Recently, though, the office has taken on more importance.

74. Know the 22nd and 25th Amendments as they relate to the Presidency.

75. The question of who shall be President if both the President and Vice-President die is answered by the Succession Act of 1947.

76. Private corporations are designed to make a profit; government corporations are not. Both have managers and are large, complex enterprises that try to operate efficiently.

77. - 78. Know about the following images or views of the Bureaucracy:

- Weberian Model:
- Acquisitive Model: Top level bureaucrats will always try to expand the budget
- Monopolistic Model:
- Garbage Can Model: bureaucracy is bumbling and rudderless

79. Since 1970, most of the growth in government has occurred at the state/local level.
80. The two groups of people in government who may call themselves bureaucrats are political appointees and civil servants.

81. Thomas Jefferson brought into public service the so-called "natural aristocracy," which refers to a small ruling clique whose membership is based on birth, wealth, and ability.

82. The Pendleton Act (Civil Service Reform Act of 1883) had the effect of establishing the principle of government employment on the basis of open, competitive examinations.

83. Sunset legislation was first suggested by FDR.

84. The major requirement imposed by the Government in the Sunshine Act is that all _multi-headed_ federal agencies must conduct their business regularly in public session. Not all meetings must be public, if they deal with sensitive concerns or information. Know what a multi-headed federal agency is.

85. Automatic program termination after a prescribed period unless Congress reauthorizes is called for by SUNSET LEGISLATION.

86. Congress created agencies within the federal bureaucracy to implement legislation passed by Congress.

87. The "Iron Triangle" or "Cozy Triangle" refers to an alliance of mutual benefit among an agency, its client group, and congressional committees.

88. The ultimate check that Congress has over the bureaucracy is the power of the purse.

89. Negotiated rulemaking involves federal agencies in negotiations with parties that will be affected by a proposed new regulation.

90. Issue networks are DIFFERENT from iron triangles. Issue networks are a concept that illustrates how experts support issues or a particular policy position.

91. The President may grant reprieves, pardons, and commutations for any offense against the United States.

92. The President has the sole power of diplomatic recognition of foreign governments. No President since 1959 has chosen to recognize Cuba.

93. Executive Agreements do not require Senate approval.
94. Presidential vetoes or threats of vetoes are effective because Congress can rarely override them.

95. Emergency powers are examples of inherent powers of the President.

96. The President has some leeway to avoid spending money appropriated by Congress—see the Budget and Impoundment Control Act of 1974.

97. Most Presidents have not relied heavily on their Cabinet to make policy.

98. Regulatory agencies are independent because they are administered independently of all 3 branches of government.

99. The triggering event for Civil Service reform was the assassination of President Garfield.

100. Know the Hatch Act of 1939 and the amendments passed in the late 1990s. The Hatch Act prohibits federal employees from engaging in political campaigns.

101. Today, many states have sunset laws

102. At the local level of government, contracting out federal services has been highly successful.

103. Congressional control of the bureaucracy is lax, meaning that agencies and departments have a large role in policy-making.

104. Congress CAN call on the General Accounting Office to investigate bureaucratic agencies.

105.-117. Know the following definitions: Cabinet, amnesty, media, pardon, reprieve, commutation, executive agreements, federal budget, treaty, diplomatic recognition, right of legation

118. The largest source of federal revenue is the personal income tax.

119. Factors strengthening the Presidency:
   - Influential, strong Presidents
   - Demands of American people for strong leadership
   - The need for decisive action during national emergencies

120. The President’s power to execute the law covers all federal laws, regardless of whether the President agrees with them.
121. As a general rule, the President can remove any officeholders he or she has appointed, except for regulatory commission officers.

122. Executive Agreements are unlimited in #.

123. The President's military powers are shared with Congress.

124. Presidential legislative powers include: the pocket veto, recommending legislation, and the power to call special sessions of Congress.

125. The President cannot grant pardons in impeachment cases.

126. The Executive Office of the President is "umbrella-like" because it covers a broad range of offices with diverse responsibilities.

127. The Executive Office of the President consists of what offices??????

128. The Cabinet is not constitutionally mandated, except indirectly by the 25th Amendment.

129. - 133. Know these terms: Quasi-legislative, quasi-judicial, the administration, patronage, REGISTERS, independent agency, bureaucrats

134. The government is classified as a bureaucracy because:
   - Each worker has defined, spelled-out responsibilities
   - The government has formal rules and lines of promotion
   - Officials at the top control those at the bottom and middle

135. The Administrative units in the government are inconsistently called agencies, administrations, commissions, and so forth.

136. Know the difference between LINE AGENCIES and STAFF AGENCIES.

137. Know the 14 Executive Departments and their relative date of creation.

138. As the United States grew, so did the workload of the federal government.

139. More about staff and line agencies!!—LOOK IT UP!!!!

140. Civil Service bureaus are not a type of independent agency. Regulatory commissions, government corporations, and independent executive agencies are.

141. Members of regulatory commissions frequently serve extended length terms (Greenspan serves 14 yr term on the Federal Reserve Board, for example)
142. Pendleton Act...what did it do?

143. President Jackson favored the spoils system because he thought the people are entitled to have the party who they place in control to have control of the bureaucracy.

144. Modern Presidents have had little success shaping the bureaucracy to their own policies, despite extensive appointments. The potential for control, however, is always there.

145. The Federal bureaucracy in other countries is much more controlled and restricted than that in the United States.

146. Cabinet Departments are essentially line organizations.

147. A Presidential candidate can win the popular vote and still lose in the Electoral College.

148. In most democratic governments, the role of Chief of state is usually given to the person who functions as the chief executive.

149. The President can appoint people to the federal bureaucracy to allow him control and run the federal bureaucracy to his desires.

150. All of the following are true about the relationship between regulatory agencies and the industries they regulate:

- Agency employees are often recruited from the regulated industry.
- Agencies often rely on support from regulated industries in making budget requests before Congress.
- An agency’s relationship with a regulated industry may change when a new President takes office.
- Agency employees are often recruited by regulated industries once they leave an agency.