

Americas Political Fourth Edition

System



Peter Woll Robert H. Binstock



America's Political System

FOURTH EDITION

Peter Woll
Brandeis University

Robert H. Binstock

Brandeis University



Random House . New York

For Jennifer, and for Tammy, Rob, and Kim

Fourth Edition 987654321 Copyright © 1972, 1975, 1979, 1984 by Random House, Inc.

All rights reserved under International and Pan-American Copyright Conventions. No part of this book may be reproduced in any form or by any means, electronic or mechanical, including photocopying, without permission in writing from the publisher. All inquiries should be addressed to Random House, Inc., 201 East 50th Street, New York, N.Y. 10022. Published in the United States by Random House, Inc., and simultaneously in Canada by Random House of Canada Limited, Toronto.

Library of Congress Cataloging in Publication Data

Woll, Peter, 1933– America's political system.

Bibliography: p. Includes index.

1. United States—Politics and government. I. Binstock, Robert H. II. Title.

JK274.W73 1984 320.973 83-19233 ISBN 0-394-33081-1

Text and cover design: Lorraine Hohman

Cover photographs: top left-© Charles Kennard/Stock, Boston; top right-© Philip Jon Bailey/Stock, Boston; bottom left-© Martin A. Levick/Black Star; bottom right-© Dennis Brack/Black Star.

Maps and Charts: John Lind, Inc.

Photo credits: page 16: Library of Congress; page 142: © Maureen Fennelli/Photo Researchers; page 264: © Jean-Louis Atlans/Sygma; page 506: © Paul Segueira/Photo Researchers.

Manufactured in the United States of America

Preface

America's Political System is a comprehensive introduction to the whole landscape of American government. An examination of our rich constitutional and political traditions is complemented by an analysis of our contemporary political institutions and practices. Every aspect of the American system is examined in the context of the Constitution, enabling students to compare the present state of American democracy with the intentions and hopes of the Founding Fathers.

The Fourth Edition has been revised to better serve the introductory American government course as it is now taught. Most obviously, the text is shorter, a handier size, and available in paperback again, making it reasonable in cost and easy to carry to class. The basics of American government are still covered in depth: the constitutional framework (including a more detailed discussion of the Constitutional Convention of 1787); civil rights and civil liberties (moved closer to the beginning of the book, where most instructors prefer to teach it); political attitudes (with a convenient summary of the latest research on such topics as political tolerance and the "gender gap"); parties, interest groups, and elections (with up-to-date analyses of the 1980 and 1982 campaign results); and Congress, the presidency, the bureaucracy, and the courts (including a full discussion of the impact of the Reagan presidency on all four branches of government). To these the Fourth Edition has added three new chapters on topics of intense current interest. "The Media" shows how the "fourth estate" shapes politics as both a critic and ally of politicians and government. "Government Policies: Their Nature and Scope" examines how the political process sets the agenda of public policy and determines its content. "The Distribution of Government Responsibilities" explains the complex web of state and local governments and their problematic relationships with Washington.

The inclusion of case studies at the end of each chapter, written by leading political reporters and commentators, allows *America's Political System* to be used without a supplementary reader, if desired. Thirteen new case studies have been added to the Fourth Edition:

Marbury v. Madison
Carl Cohen and Gilbert Gordon, "Skokie-The Extreme Test"
Ed Magnuson, "New Federalism or Feudalism?"
Public Opinion, "National Opinion Poll"
Center for Political Studies, "1980 Election Study"
James M. Perry, "How One Practitioner Plays the Washington Power Game"

Albert R. Hunt, "In Defense of a Messy Congress"

Alan Ehrenhalt, "In the Senate of the '80s, Team Spirit Has Given Way to the Rule of Individuals"

Theodore C. Sorensen, "Presidential Politics"
David M. Alpern, "The President's Men"
Timothy Crouse, "Splicing the News"

James Fallows, "The Development of the F-16 Fighter Airplane" Richard C. Wade, "The Suburban Roots of the New Federalism"

Views of contemporary politics in action are provided by boxed inserts throughout the text. The topics range from the controversial role of political action committees and the arguments for and against "court stripping" to the orchestration of presidential news conferences and the impact of California's Proposition 13.

The book is generously illustrated by over 90 political cartoons that present different and often provocative perspectives on the political process. Newly drawn figures help the student trace the structures and processes of politics and government.

Finally, at the end of the book, the Constitution has now been annotated for easy reference. It is followed by a new bibliography, "The Student Researcher," which is designed to help students carry out research projects and pursue topics of special interest. The "Researcher" includes an extensive listing of primary source materials available from both government agencies and private groups, as well as the titles of secondary works of particular importance and usefulness. In addition, a new Glossary of political terms has been prepared for the convenience of the student.

An Instructor's Manual for America's Political System is available to teachers on request. Random House also publishes a Study Guide for students, which can be ordered through the college bookstore.

The revision and strengthening of the text would have been impossible without the sage guidance of our editor, Bertrand Lummus. He skillfully pinpointed needed areas for change, and was a steadying influence throughout the project. Jennifer Sutherland adeptly guided the book to completion, not only handling the myriad details, but also making invaluable suggestions on the book's content which immeasurably improved the final copy. We would also like to thank the following professors for their careful reading of the manuscript and suggestions: Herbert C. Hannah, Sam Houston State University; James H. Kuklinski, Stanford University; David B. Magleby, Brigham Young University; Ronald M. Mason, Southern Illinois University; Patricia Rachal, City University of New York; Paul Rossman, Quinsigamond Community College; James R. Soles, University of Delaware; Martin P. Sutton, Bucks County Community College; and Joseph W. Westphal, Oklahoma State University. Finally, we wish to thank our typist, Barbara Nagy, who is always a joy to work with and whose dedication and professionalism made the completion of the task possible.

> PETER WOLL ROBERT H. BINSTOCK

Contents

PREFACE v

1 An Overview of the American Political System ¹ The Significance of the Constitution ¹ The Nature of Politics ³ Citizens and Government ⁸

PART ONE • THE SETTING OF THE AMERICAN SYSTEM ¹⁷

2 The Ideological Foundations: Philosophies of Constitutional Democracy 18

The Meaning of Constitutional Democracy 18

BOX 2.1 An Angry Young Congressman Criticizes Special Interest Groups 24

The Origins of American Political Philosophy 27

BOX 2.2 The Declaration of Independence 30

BOX 2.3 Of Civil Government 32

Constitutional Restraints on Popular Sovereignty 33

The Doctrine of the Separation of Powers 35

CASE STUDY 1 ◆ The Way Democracy Works in America 37

3 The Constitutional Framework 43

The Constitutional Convention of 1787 43
The Machinery of Constitutional Limitation 50
Constitutional Obstacles to Majority Rule 53
Constitutional Expansion of National Power 56
CASE STUDY 2 • The Principle of Judicial Review 63

4 The Rights of Citizens: Civil Liberties and Civil Rights 67

The Nature of Civil Liberties and Civil Rights 68
Nationalizing the Bill of Rights 75
Equal Protection of the Laws 82
Civil Rights Legislation 92
Limitations on Civil Liberties and Civil Rights 95
Maintaining Public Order and Community Standards 101
CASE STUDY 3 • Freedom of Expression and Community Suppression 109

5 The Structure of Federalism 115

The Theory of American Federalism 115
Initial Arguments for a Stronger Central Government 116
The Twilight Zone Between National and State Power 120
The Balance of National and State Powers 124
Advantages and Disadvantages of Federalism 127
Contemporary Federalism 133
BOX 5.1 Federalism: More Than a Poker Game 134
CASE STUDY 4 • The Politics of the New Federalism 137

PART TWO • THE POLITICAL PROCESS 143

6 Political Attitudes 144

The Measurement of Public Opinion 145
The Determinants of Political Attitudes 150
CASE STUDY 5 • Conservative Vs. Liberal Political Attitudes 166

7 The Organization and Functions of American Political Parties 173

The Role of Political Parties 173
American Party Organization 181
The Role of Parties in Government 189
CASE STUDY 6 • A Presidential Election Survey 195

8 Nominations, Campaigns, and Elections 201

Selection of Candidates 201

National Nominating Conventions 204

BOX 8.1 Eighteen McGovern Commission Guidelines for Delegate Selection to the 1972 Democratic Convention 208

BOX 8.2 Results in Iowa Regarded as a Major Push for Carter 212 Political Campaigning 222

BOX 8.3 Campaign-Technique Experts See Difficulties for Consensus 226

BOX 8.4 PACs—The Voice of Real People 230

Types of Elections 231

CASE STUDY 7 ◆ Television and a Presidential Campaign 237

9 Interest Groups and Their Demands 241

Interest-Group Demands on Government 242

BOX 9.1 Elitist People's Lobby 249

Characteristics of Interest Groups 251

Interest Groups in a Democracy 254

CASE STUDY 8 ◆ The Washington "Power Brokers" 259

PART THREE • THE NATIONAL GOVERNMENT IN ACTION 265

10 Congress: Its Framework and Members 266

Constitutional Background 266

BOX 10.1 Appointment of Acting President Pro Tempore 274

Functions of Representatives and Senators 275

BOX 10.2 Congressional Staff as Surrogate Members of Congress 286 Other Influences on Congress 286

CASE STUDY 9 ◆ The "Weaknesses" May Be the Strengths of Congress 294

11 Congressional Policy Making 298

First Steps in the Lawmaking Process 298

BOX 11.1 Private Bill 302

From Committee to Floor Action in the House 311

BOX 11.2 Fighting 'Big Shot-itis' 312

To Floor Action in the Senate 317

The Role of Political Parties in Congress 322

Special Groups in Congress 323

CASE STUDY 10 • The Senate of the 1980s—Individualism Replaces the Establishment 334

12 The Presidency: Its Evolution and Functions 337

The Evolution of the Presidency 337
The President's Duties and Responsibilities 340
Special Problems: Succession, Disability, Transition 350
CASE STUDY 11 • Presidential Decision Making 358

13 Presidential Policy Making 362

Demands on the Presidency 362
The Contemporary Structure of the Presidency 371
The Future of the Presidency 380
CASE STUDY 12 • The Invisible Presidency—The Role of Staff 382

14 The Bureaucracy: Organization and Power 387

Constitutional Context 387

Policy Making Through the Bureaucracy 390

CASE STUDY 13 • Administrative Policy Making 404

15 The Judicial System 410

The Federal Court System 411

Judicial Procedure 419

CASE STUDY 14 ◆ The Views of Three Judges 427

16 Judicial Policy Making 432

The Merging of Judicial Decisions and Policy Making 432
BOX 16.1 Congress Takes Aim at the Courts 440
Influences on the Judiciary 444
BOX 16.2 What the Supreme Court Heard on Abortion 448
Current Position of the Supreme Court 452
CASE STUDY 15 • The Right to Counsel 454

17 The Media: The Fourth Estate 461

The Constitutional Context 462
Impact of the Mass Media 467
The Press and Government: Critic and Ally 475
BOX 17.1 Aides Pleased by News Conference Low on News 488
BOX 17.2 Waves of Leaks and the Ship of State 492
The Internal World of the Press and Political Reporting 495
The Impact of Television on Political Reporting 498
CASE STUDY 16 • The Shaping of Television News 500

PART FOUR • THE NATURE AND DISTRIBUTION OF GOVERNMENT RESPONSIBILITIES 507

18 Government Policies: Their Nature and Scope 508

The Constitutional Context of Public Policy 508
The Political Context of Public Policy 514
Balancing National and Special Interests 521
Social Welfare Policies 522
CASE STUDY 17 • Politics and Planning in Defense Policy Making 525

19 The Distribution of Government Responsibilities: State and Local Governments 530

State Governments 530
Local Governments 538
Special District and Metropolitan Governments 546
BOX 19.1 Five Years After Property Tax Slash: Power Shifts to California
Capital 550
Federal Impact on State and Local Governments 553
CASE STUDY 18 • The Changing Role of the States in the Federal System 556

THE CONSTITUTION OF THE UNITED STATES OF AMERICA 559

THE STUDENT RESEARCHER i

GLOSSARY XI

INDEX xxv

Tables

- 4.1 Black Voter Registration 95
- 6.1 National Presidential Ballot: March 3-November 3, 1980 148
- 6.2 Leadership Attributes 149
- 6.3 Religious Factors in Voting 154
- 6.4 Opinions of the Christian and Non-Christian Right 155
- 6.5 Racial Voting Patterns 157
- 6.6 Vote by Gender in Presidential Elections Since 1952 160
- 6.7 Vote by Gender in 1982 House Elections 161
- 6.8 How Different Age Groups Voted for President 163
- 6.9 Party Choices of Voters, 1982 163
- 6.10 Support for General Principles of Civil Liberties 165
- 7.1 Opinions of Party Leaders and Followers on Public Policy Issues 186
- 7.2 Democratic Leaders and Followers on the Political Spectrum 186
- 7.3 Republican Leaders and Followers on the Political Spectrum 186
- 8.1 Types of Presidential Primaries 204
- 8.2 Top 20 Contributors Among Political Action Committees (PACs) to Candidates for Federal Office (January 1, 1981–October 13, 1982) 228
- 8.3 Campaign "Communications" Spending in 1980 229
- 9.1 Union and Nonunion Opinion on Taft-Hartley Issue 252
- 10.1 Interest Group Scores for Selected Members of Congress, 1980 293
- 11.1 Funding Bill Riders in the House of Representatives, 1963-1980 316
- 11.2 Congressional Party Unity History 322
- 11.3 Government Management of the Economy Support Scores, by Party and Region, House, 1953–1978 324
- 11.4 Social Welfare Support Scores, by Party and Region, House, 1953–1978 324
- 11.5 Civil Liberties Support Scores, by Party and Region, House, 1955–1978 324
- 11.6 Congressional Budget Timetable 330
- 11.7 Duties and Functions of Budget Process Participants 331
- 12.1 The Travel Logs of 8 Presidents 343
- 16.1 Presidential Appointment of Women and Minorities to the Lower Federal Judiciary, 1963–1982 452
- 17.1 Backgrounds of the Media Elite 471
- 17.2 Media Elite Attitudes on Social Issues 472
- 17.3 Percentage of Citizens Who Follow Campaigns Through Different Media 472
- 17.4 Percentage of Citizens Affected by Media 473
- 18.1 Aid to People—State by State 523

Maps and Charts

3.1	Shared Functions of Government 51
	A COMPARISON OF TWO CONSTITUTIONAL SUBSYSTEMS

- 3.2 United States 60
- 3.3 Great Britain 61
- 5.1 The American Federal System 123
- 6.1 Non-Evangelical Vs. Evangelical Opinions 156
- 6.2 Black Vs. White Opinions on Discrimination 158
- 6.3 Attitudes by Gender on ERA and Abortion 159
- 7.1 Make-up of Formal and Informal Party Organizations 183
- 7.2 Voting: Party Still a Factor 188
- 7.3 United States House of Representatives Proportion of Popular Vote 189
- 7.4 Party Identification in the Senate 190
- 8.1 The Presidential Vote Since 1912 Showing Types of Elections 233
- 8.2 Political Party Affiliation 235
- 8.3 The Apportionment of Electoral Votes 236
- 10.1 House Apportionment, 1870-1980 269
- 10.2 Apportionment of Membership in House of Representatives by State, 1980 270
- 10.3 The Congress: Democrats and Republicans 272
- 10.4 Presidential Success on Congressional Votes, 1953-1982 288
- 11.1 How a Bill Becomes Law 301
- 11.2 Standing and Joint Committees of Congress 305
- 11.3 Selection of Committee Members in Congress 308
- 13.1 The Public Rates President Reagan 364
- 13.2 The Presidential Establishment 373
- 13.3 The West Wing of the White House 374
- 15.1 The Federal Court System: Routes of Appeal 414
- 19.1 Types of Municipal Government Organization 544

信权

An Overview of the American Political System

The United States of America is the beacon of democracy throughout the world. Over the course of American history millions of people have uprooted themselves from their native lands to journey to freedom and what they hoped would be prosperity in the United States. They came to a land incomparably rich in natural resources, a nation that was the first to promise liberty and justice for all.

THE SIGNIFICANCE OF THE CONSTITUTION

The system of government created by the Framers of the Constitution reflected the revolutionary ideals of the eighteenth-century Enlightenment: All men are created equal and are endowed with natural rights. Government must be responsible to its citizens and cannot abridge their inalienable rights. Moreover, the Framers shared the eighteenth century's burning faith in progress, an almost unbridled optimism about the future of the new republic. They sought to create a perfect government, in the words of the preamble to the Constitution, "a more perfect Union," that would "establish justice, insure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty to ourselves and our posterity."]

Creative, poetic imaginations have helped make the Constitution far more to us than a simple political document. The literature, drama, and poetry of the nation have romantically portrayed the founding of the republic as the beginning of the American mission to promote individual liberty, foster progress, and serve as a model of democracy for the world. But the true significance of the debates over the Constitution was explained at the time by one of the leading Framers, Alexander Hamilton. In the first of a famous series of newspaper articles written to per-

CHAPTER 1



"Remember, gentlemen, we aren't here just to draft a constitution. We're here to draft the best damned constitution in the world."

The Founding Fathers believed that the American mission was to set an example for the world.

suade the state of New York to ratify the Constitution, Hamilton wrote

It has been frequently remarked that it seems to have been reserved to the people of this country, by their conduct and example, to decide the important question, whether societies of men are really capable or not of establishing good government from reflection and choice, or whether they are forever destined to depend for their political constitutions upon accident and force. If there be any truth in the remark, the crisis at which we are arrived may with propriety be regarded as the era in which that decision is to be made; and a wrong election of the part we shall act may, in this view, deserve to be considered as the general misfortune of mankind.¹

While the Framers were idealists, they were also realists. They had studied history and were

aware of the mistakes of past republics which had led to their replacement by despotic regimes. Above all they understood the frailties of human nature. Thus, in constructing the new American government, they let themselves be guided by the practical lessons of the new science of politics! As Hamilton observed,

The science of politics, . . . like most other sciences, has received great improvement. The efficacy of various principles is now well understood, which were either not known at all, or imperfectly known to the ancients. The regular distribution of power into distinct departments; the introduction of legislative balances and checks; the institution of courts composed of judges holding their offices during good behavior; the representation of the people in the legislature by deputies of their own election: these are wholly new discoveries, or have made their principal progress towards perfection in modern times. They are means, and powerful means, by which the excellencies of Re-

'The Federalist, No. 1.

e formers planned

an unofficial fourth branch of government, with

powers and a politics of its own, Also, in cre-

ating a federal system, it guaranteed a rich diversity of state and local politics. And finally,

publican government may be retained and its imperfections lessened or avoided.²

The Framers recognized both the opportunities and the perils of their task. John Adams, later to serve as our second president, undoubtedly spoke for all politically aware Americans of his time when he wrote

The institutions now made in America will not wholly wear out for thousands of years. It is of the [utmost] importance, then, that they should begin right. If they set out wrong, they will never be able to return, unless it be by accident, to the right path.³

THE NATURE OF POLITICS

Wherever there is government, there is politics. Politics concerns power, who gets what, when, and how As the political scientist and philosopher Harold Laswell has written, "The study of politics is the study of influence and the influential. The science of politics states conditions; the philosophy of politics justifies preferences."

The Constitution and the Arenas of Politics

The Constitution, especially its provisions for the separation of powers and checks and balances, created a number of independent but overlapping political arenas. It formally established three distinct branches of government—the presidency, Congress, and the courts—each with different constituencies, powers, and politics. It accommodated the emergence in the twentieth century of the federal bureaucracy as

through its First Amendment freedoms of expression and association, the Constitution has sustained the politics of political parties and interest groups that have become a vital part of the democratic process. Citizens are free to organize for political purposes, provided they respect the constitutional rights of others and do not present a threat to the government itself. The freedom to petition government for a redress of grievances is fundamental. Freedom of the press protects the independence of the media, without which democracy would be meaningless.

Contemporary Politics

The game of American politics has rules and a flavor all its own, which only its participants fully understand and appreciate. Journalist Jimmy Breslin has captured some of its flavor in his description of politics in Massachusetts, where the game is played with relish and for keeps.

There is in this country no place that could even be suggested as being anywhere near the Massachusetts State House for bone politics. . . . In Massachusetts, the legislators prefer to sit forever. They usually have to be driven out of the building, practically at gunpoint. If a Massachusetts legislator is removed from his game, his sport, his very life, then all that is left for him to do is return home to his wife and family, and in Massachusetts anybody can have a family, but the true goal of life is to be a politician; or, true term, a Pol. It is not uncommon for the Massachusetts Pols to sit in the State House throughout the summer, arguing, spreading rumors, using the phones, and—true glory—plotting against each other. ⁵

The pluralism and freedom of American politics makes it unique and exciting. The game is

⁵Jimmy Breslin, *How the Good Guys Finally Won* (New York: Viking, 1975), pp. 136–137.

²The Federalist, No. 9.

³John Adams, A Defense of the Constitutions of Government of the United States of America. (New York: Da Capo Press, 1971), p. xxv.

⁴Harold Laswell, *Politics: Who Gets What, When, How* (New York: Meridian Books, 1958), p. 13.



"How many times have you asked yourself, What can I, as a single person, possibly do to help shape the destiny of mankind?" Well, I'll tell you what you can do. You can vote for me."

Each person's wishes, wants, and needs should be the principal concern of his or her elected representatives.

played with great intensity, and its outcomes are important to every citizen. All those who have the desire and skills can participate. For those who do not wish to be directly involved, politics remains a great spectator sport carried to the nation through the mass media. But most spectators cannot appreciate its internal "politics,"—the consant machinations and striving for power—the game the participants are *really* playing for themselves, not for the outside world. The participants and insiders in the different political arenas convey the flavor of politics best when they speak for themselves.

Congressional Politics

Congress, from its lofty position on Capitol Hill, oversees the White House and the bureaucracy to the west and looks eastward to the Supreme Court. Congress is the keystone of Washington politics, having the sole authority to make the nation's laws. It shapes policy also

through its exclusive authority to authorize and appropriate money for all federal programs. The Constitution pits Congress against the president in a never-ending battle for supremacy, while in the meantime the House and the Senate check and balance each other.

Capitol Hill politics weaves complicated webs of relationships on the outside with the president and his staff, the bureaucracy, special interests, political parties, and of course the voters who choose the members of Congress in the first place. Politics is equally complicated within Congress, as members vie with each other for power and status (represented by choice committee assignments and congressional party leadership positions). Above all, Congress is not as it is usually pictured—an institution that simply reflects the pressures of voters and special interest groups.

Committees. Approximately 300 committees on Capitol Hill divide legislative power and are the lifeblood of the legislative process. Some committees have more authority and status than others, and there is keen competition to obtain seats on them. In the House the Ways and Means and Appropriations Committees, and in the Senate the Judiciary and Foreign Relations Committees, are at the top of the power hierarchy.

Committees shape the federal budget, formulate legislation, hold investigations, oversee the bureaucracy, and, in the Senate, conduct special hearings on executive nominations. As the late Congressman Clem Miller of California astutely observed, "There are all sorts of ways to get things done in Congress. The best way is to live long enough to get to be a committee chairman, and be brilliant enough to be a good one. Chairmen complain to me that they are frustrated too, but this is really beside the point. If things can be done, they can do them; we are very sure of that."

⁶Clem Miller, *Letters of a Congressman*, ed. John W. Baker (New York: Scribner's, 1962), p. 39.

Congressional staff. Congressional staffers play politics as assiduously and are as conscious of power and status as their bosses. Those who hold important positions on personal or committee staffs are surrogate members of Congress, who can be highly influential in the decision-making process of Capitol Hill. (They have been quite appropriately called "the unelected representatives.")⁷

The House Armed Services Committee is one of many that illustrates the power of staff. One observer commented: "The members of that staff are the high priests of the legislative process." The staff director, noted one military lobbyist, "is the de facto chairman of the committee."

Members of Congress and their aides, once they leave Capitol Hill, either on their own initiative or buffeted by shifting political winds, generally want to stay in the highly charged and exciting political environment of Washington. They have caught Potomac fever," the term applied to addiction to the politics of the nation's capital. Retired members of the Capitol Hill community often seek positions with interest groups, law firms, in party and campaign organizations, and in the bureaucracy.

Presidential Politics

A sign that always stood on the desk of President Harry S. Truman read: "The Buck Stops Here." Truman believed, as do all strong presidents, that the White House should be the focal point of political leadership. The nation expects it. Presidents who want to take their place in history with the great leaders of the past, as almost all do, must be capable of making difficult and often unpopular decisions in the national interest as they see it. Truman com-

mented, "There's always a lot of talk about how we have to fear the man on horseback, have to be afraid... of a strong man, but so far, if I read my American history right, it isn't the strong men that have caused us most of the trouble, it's the ones who were weak."

Presidential power is not omnipotent, but it is awe-inspiring. One of Lyndon B. Johnson's chroniclers, Ronnie Dugger, described his first-hand impression of presidential power during the Johnson administration. One night, after meeting with Johnson, he wrote:

I walked the streets of Washington, which are well known to me. Huddled in my overcoat against the cold, looking through the bars of the iron fence at the power-glowing White House, I thought about Johnson in there that night. Half a million Americans were fighting in Vietnam at his command. He personally at that exact moment which I was also living, could destroy hundreds of millions of people. He personally could destroy human civilization from this venerable old house.⁹

The power of the president, however, is exaggerated. Although his finger may be on the nuclear button, he cannot press any other "button" that will automatically result in decisions. President Harry Truman, before he left the White House in 1952, remarked to an aide, as he thought about Eisenhower in the Oval Office: "He'll sit here . . . and he'll say, 'Do this! Do that!' and nothing will happen. Poor Ike—it won't be a bit like the Army. He'll find it very frustrating." 10

The president's extraordinary authority in foreign and military affairs is not duplicated in the domestic sphere. His power, as political scientist Richard Neustadt has pointed out, reaches only as far as his ability to persuade

⁷Michael A. Malbin, Unelected Representatives: Congressional Staff and the Future of Representative Government (New York: Basic Books, 1979).

⁸Richard Halloran, "Military Panel Staff: Roots of Power," *The New York Times*, June 28, 1982, p. A13.

⁹Ronnie Dugger, *The Politician* (New York: Norton, 1982), p. 22.

¹⁰Richard E. Neustadt, *Presidential Power* (New York: Wiley, 1960), p. 9.