CONTENTS

INTRODUCTION: POLICYMAKING IS POLITICS
1. Roger Hilsman "Policy-Making Is Politics" 1
PART ONE: THE GOVERNMENT AND THE
POLICYMAKING PROCESS 11
THE PRESIDENCY
2. Richard E. Neustadt "Leader or Clerk?" 12
3. Fred I. Greenstein "Ronald Reagan—Another Hidden-Hand Ike?" 17
4. Cecil V. Crabb and Kevin V. Mulcahy "George Bush's Management Style and Operation Desert Storm" 28
5. Fred I. Greenstein "The Two Leadership Styles of William Jefferson Clinton" 43
THE NSC AND PRINCIPAL POLICYMAKERS
6 Kevin V. Mulcahy and Harold F. Kendrick "The National
Security Adviser: A Presidential Perspective 33
7. Henry Kissinger "Getting Organized" 70
8. Kevin V. Mulcahy "The Secretary of State and the National Security Adviser: Foreign Policymaking in the Carter and Reagan
Administrations" 79
9. Elaine Sciolino "Christopher and Lake Vying for Control of
Foreign Policy" 99
10. U.S., National Security Act of 1947 "National Security Council" 102
THE FOREIGN POLICY BUREAUCRACY

Duncan L. Clarke "Why State Can't Lead" 104

114

"What's Wrong with Our Defense

11.

12.

David C. Jones

Establishment"

13.	Gregg Easterbrook "Operation Desert Shill 120
14.	Martin Binkin "The New Face of the American Military: The
	Volunteer Force and the Persian Gulf War" 144
15.	Gregory L. Vistica "Anchors Aweigh" 156
16.	Jacob Heilbrunn "The Old Boy at War" 159
17.	Kenneth E. Sharpe "The Real Cause of Irangate" 169
18.	Marvin Ott "Shaking up the CIA" 185
19.	Ben Wildavsky "Under the Gun (at the National Economic
	Council)" 199
20.	U.S., National Security Act of 1947 "Central Intelligence
	Agency" 208
EXEC	CUTIVE BRANCH POLICYMAKING
21.	Jerel A. Rosati "The Policymaking Process" 211
22.	Mark Hosenball "The Odd Couple: How George Bush Helped
	Create Saddam Hussein" 228
	with the state of
CON	GRESS, LEGISLATIVE-EXECUTIVE RELATIONS, AND THE
	ISTITUTION
23.	George Szamuely "The Imperial Congress" 238
24.	Arthur Schlesinger, Jr. "The Imperial Temptation" 248
25.	Michael J. Glennon "The Gulf War and the Constitution" 253
26.	Pamela Fessler "Congress' Record on Saddam: Decade of Talk,
	Not Action" 267
27.	Eric Alterman "Ron Dellums: Radical Insider" 278
28.	Dick Kirschten "Where's the Bite (in Jesse Helms)?" 292
29.	L. Gordon Crovitz "Crime, the Constitution, and the Iran-Contra
	Affair" 300
30.	John Canham-Clyne "Business as Usual: Iran-Contra and the
	National Security State" 313
31.	Michael H. Shuman "Dateline Main Street: Local Foreign
	Policies" 327
32.	U.S. Constitution "The Legislative, Executive, and Judicial
	Branches" 334
33.	U.S. Supreme Court "United States v. Curtiss-Wright Export
	Corporation et al." 337
34.	U.S. Supreme Court "Youngstown Sheet & Tube Co. v. Sawyer
	(Steel Seizure Case)" 342

35. 36.	U.S. Tonkin Gulf Resolution 348 U.S. War Powers Resolution of 1973 350
37.	U.S. Persian Gulf Resolution 355
PAR	T Two: The Society and Domestic Politics 359
Тнв	PUBLIC AND ITS BELIEFS
38.	Ole R. Holsti and James N. Rosenau "A Leadership Divided: The Foreign Policy Beliefs of American Leaders, 1976–1984" 360
39.	Tami R. Davis and Sean M. Lynn-Jones "Citty Upon a Hill" 376
40.	Sidney Blumenthal "The Return of the Repressed: Anti-Internationalism and the American Right" 386
41.	U.S. President John F. Kennedy "Inaugural Address" 401
ELE	CTORAL AND GROUP POLITICS
42.	Godfrey Hodgson "The Establishment" 404
43.	Joe Conason "The Iraq Lobby" 417
44.	John B. Judis "The Contract with K Street" 422
45.	Chung-in Moon "Complex Interdependence and Transnational Lobbying: South Korea in the United States" 432
46.	Clifford T. Honicker "The Hidden Files: America's Radiation Victims" 454
47.	Keith Schneider "Idaho Says No" 466
48.	Morton H. Halperin and Jeanne M. Woods "Ending the Cold War at Home" 474
49.	U.S. President Dwight D. Eisenhower "Farewell Address" 485
Гне	MEDIA AND THE COMMUNICATIONS PROCESS
50.	Shanto Iyengar and Donald R. Kinder "News That Matters" 489
51.	Daniel C. Hallin "The Media, the War in Vietnam, and Political
	Support: A Critique of the Thesis of an Oppositional Media" 496
52.	Marie Gottschalk "Operation Desert Cloud: The Media and the Gulf War" 517
3.	Tom Rosenstiel "The Myth of CNN" 547
54.	Thomas Byrne Edsall "America's Sweetheart—Rush Limbaugh" 556

xii

CONCLUSION: THE FUTURE OF AMERICAN POWER AND THE POLITICS OF U.S. FOREIGN POLICY 563

55. Paul Kennedy "The (Relative) Decline of America"	563
--	-----

E6	Innah C Mara I.	"The Miles dies Metalles of Dedies"	F7/
56.	Joseph S. Nye, Jr.	"The Misleading Metaphor of Decline"	576

57.	Jerel A. Rosati	"The	Politics of	U.S. Fo	reign l	Policy
	Revisited"	588			Litania	
	Credits 607	7				