

Department of Homeland Security

In June 2002, President Bush established a new cabinet-level Department of Homeland Security, headed by his old friend, Pennsylvania Governor Tom Ridge. The new department meant a radical shake-up of the Washington bureaucracy as it took over 22 agencies that had previously been located in other federal departments. It also took over some 170,000 staff and had a budget of nearly \$40 billion. Its main tasks were border and transportation security, emergency preparedness, chemical, biological, radiological and nuclear countermeasures, and information analysis and infrastructure protection. The new department was also given responsibility for the immigration and naturalization service, the customs service and the coastguard. As it expanded it also took over shared responsibility for cooperation with US allies in protection against terrorism. But inevitably this led it into turf battles with the FBI and CIA. In February 2005 Bush appointed Michael Chertoff as successor to Ridge.

Conclusion

In the post-Cold War world, there are an increasing number of foreign policy actors involved in the executive branch. As foreign policy has become more of a political football, the President has come to depend more and more on his closest advisers in the White House and NSC. The NSC, operating under the direct authority of the President, has steadily increased its authority in recent years and the national security adviser has become the key figure in the US foreign policy machine. Other executive branch actors, including the State Department, have seen their influence decline, although much depends on the personalities holding these positions and their relationship to the President. There are inevitably ongoing rivalries between the national security adviser and the Secretary of State, between the Secretary of State and the Secretary of Defense. It takes a skillful President to ensure that these powerful figures work together as a team rather than pull in opposite directions. The defense and intelligence agencies received more money from Congress following the terrorist attacks of 11 September 2001 and some organizational changes were made. It is likely that their influence will increase as the US continues the war on terrorism. The Pentagon for example assumed responsibility for the reconstruction of Iraq. Despite their central failure on WMD in Iraq, the intelligence agencies were also given substantially more resources. Since the end of the Cold War, Congress has increasingly challenged the White House in foreign policy especially when the incumbent is from a different political party. It is important to examine what powers Congress has in foreign policy and how it uses them.

Selected further reading

Presidential authority is discussed in Neustadt (1990) *Presidential Power and the Modern Presidents*. Shoemaker (1992) examines the role of the NSC in *The NSC Staff*. Kegley and Wittkopf (1996) *American Foreign Policy* provides a comprehensive overview of the

making of US foreign policy. Rubin (1985) examines the struggle the State Department has to exert itself as a major player in *Secrets of State*. Proposals to reform the State Department are covered in *The Foreign Service in 2001* (Institute for the Study of Diplomacy, Georgetown University, 1992); Eagleburger and Barry, "Dollars and sense diplomacy: a better foreign policy for less money," *Foreign Affairs*, July/August 1996. The *Foreign Service Journal*, for State Department officials, provides a forum for debating changes in the department (www.afsa.org). Destler, Gelb, and Lake (1984) *Our Own Worst Enemy* examines the infighting between State and the NSC. There are also interesting details about the State Department in the memoirs of Baker (1995), Christopher (1998), Albright (2003) and Dobbs's (1999) biography of Madeleine Albright. The role of technology and its impact on the armed forces is discussed in Michael O'Hanlon's (2000) *Technological Change and the Future of Warfare*. The intelligence agencies are well covered in Kessler (1992) *Inside the CIA*, Andrew (1995) *For the President's Eyes Only* and Bamford (2001) *Body of Secrets*. The 9/11 Commission report also provides a vast amount of detail on the intelligence agencies.

All US government agencies have their own websites. The White House and NSC can be accessed at www.whitehouse.gov; the State Department at www.state.gov; the Pentagon at www.defenselink.mil; the CIA at www.cia.org; the FBI at www.fbi.gov and the Department of Homeland Security at www.dhs.gov/dhspublic/theme_home1.jsp.