

STATEMENT BY SENATOR HUBERT H. HUMPHREY

FOOD, FUEL AND FOREIGN POLICY: A MANAGEMENT CRISIS

Xerox Management Association

Rochester, New York

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I am delighted to appear here tonight before the Xerox Management Association. What I wish to discuss is in many ways a management problem, something in line with what you do and do well every day as professionals.

For more than a year this country and the world have been feeling the shock waves of a problem I have been talking about for a good many years -- serious scarcity of food. Lately, the problem has been joined by other shortages. The most widely discussed, of course, is the fuel shortage, brought on by industry and government bungling and compounded by the Arab oil embargo.

In some ways, we can compare the action of the Arab oil-producing states to an incident years ago when I was a boy in South Dakota. Another young fellow was known in town as being a bit loose with the truth. His father caught him in one of his fibs and scolded him. The boy alibied, "I wasn't lying, I was just exaggerating a little." The father let the incident go with a warning. A day or so later, the boy was caught again applying a layer or two of varnish to the facts. The father unleashed a solid cuff that sent the boy sprawling. "Why did you hit me so hard, Father?" whimpered the son. The father replied, "I didn't hit you hard. I just exaggerated a little."

(The boy never did reform. He grew up, and went into politics -- as a Republican.)

My point is that sometimes "a little exaggeration" -- like that applied by the lad's father -- is useful in making a point. That is what we can thank the Arab embargo for doing for us. The embargo and its consequences have emphasized a point that I hope will not be lost on this nation or the nations of the rest of the world.

It has shown us in our everyday lives that we are living in a world of shortages and dislocations of supply and that what affects other parts of the world can affect us in our own kitchens at home.

We are all aware of the steady increase in prices of food in this country. This was happening before we discovered the term, "energy crisis." It happened for several reasons.

One is the growth in population and the number of mouths to feed at home and abroad. Another is that in this country we are trying harder than ever before to provide very American with good nutrition.

In the midst of these developments, the Administration intruded with its disastrous, on-again, off-again food price controls, which had exactly the opposite effect than was presumably intended -- it discouraged production by squeezing profits, and led to more scarcity and still higher prices.

On the international level, other nations of the West, and Japan, have followed the United States in succeeding in raising their standards of living. That has meant bigger appetities and greater ability to pay for protein products of all kinds. Living "the good life" has placed still greater burdens on the ability of this country and others to produce the feed grains that are required to produce meat.

On top of all the factors I have listed, we experienced two bad crop years in a row in many parts of the world, as a result of bad weather, cutting further into available supplies of feed grains, as well as other crops.

Meanwhile, factors such as population growth, expanded industrialization and higher living standards, were combining with short-sighted governmental and industrial policies, to produce a build-up of similar pressures on world and United States fuel production capabilities.

Then came the oil embargo and the added emphasis that was needed to illustrate for all Americans the strong connections between such seemingly unrelated matters as food, fuel, and foreign policy.

The embargo hurt other countries more than it hurt us. But even though it didn't cripple us, it has contributed to serious inconvenience for just about everyone.

And protest over resulting fuel shortages caused a temporary but serious reduction in the transportation of food, which led to empty shelves in some supermarkets a week or two ago. It brought families throughout the nation within arm's reach -- the distance from plate to mouth -- from the direct, dynamic relationships I have been talking about. The food stoppage was brief and temporary, but I hope we all got the message.

Our present Administration, before the Arabs entered the act, had of course provided some exaggeration of its own. I am referring to the wheat deal with Russia. By sheer ineptitude in its determination to send our "amber waves of grain" to Siberia, the Administration has given us an exaggerated lesson in the fact that our cornucopia is no longer so full that we can squander its surpluses.

We still live in a land of bounty, but I don't expect soon again to hear the cries of anguish that were so common a few years ago, about agricultural surpluses and those "burdensome" federal limitations on crop acreage.

Unless we apply our managerial know-how and combine it with our diplomatic skills, we will instead be hearing continued outcries over scarcity and dislocation. And when we add to our difficulties at home the possible pitfalls that continued bungling could bring us abroad, we will also hear outcries about our badly damaged stature in the world community, about our loss of reliability as a supplier of food overseas.

The oil embargo by a relatively small group of men and nations in the Middle East was simply the catalyst that brought to the boiling point the ingredients already present, of totally inadequate national policies on planning, developing and managing our energy and agricultural resources at home and in the community of nations.

We have been warned that other countries are in positions similar to that of the Arab oil-producers, as suppliers of large portions of the world's basic minerals -- the substances without which highly industrialized and technologically advanced nations like ours cannot function. We must import large percentages of our consumption of these materials. But these other nations simply cannot continue to fill these export orders, if they must divert large portions of their national revenues and foreign exchange to purchase fuel to exploit these raw materials, to obtain fertilizer that is critical to their own agricultural production, and to provide food to their people to prevent widespread starvation.

The United States and other nations must no longer be the victims of such circumstances, either.

But it will take hard work, determination and a realistic recognition of the new world realities that face us, if we are to avoid such nightmarish situations. We depend on foreign supplies of industrial materials. But at the same time other nations look to us -- they should be able to count on us -- for food.

Our ability to produce and deliver food can be our bargaining chip to avoid future embargoes, contribute to world peace and economic stability, and strengthen our national security.

Those are important facts.

-- We can have no national security unless we have food security; we can have no international monetary stability unless we have international food stability;

-- We can have no relief from rising food prices unless we can marshall our production and distribution know-how to meet rising demand;

-- We can have no favorable balance of payments unless we use our food exporting potential and distribution ability to create a balanced trade program.

So we must recognize that we are up against problems of worldwide scope, not just domestic difficulties. We must face the fact that we are in a world in which people and what they need are distributed unequally in relation to each other.

We must realize that population growth and rising living standards have added to the difficulties of coping with these inequities. Then we can begin to apply our managerial and technological and agrarian talents to solving the problems. Food, we must recognize, is the key to winning the fight against inequity. Food is power.

But the sad truth is that this nation has not developed a planned, forward-looking food export program. We only have one-shot, hip-shot deals like the Russian wheat sale. We talk export, but we don't perform.

I have proposed a multiple-pronged approach to the problems at home and abroad.

On the international plane, we need to work out agreements with other nations to share information on a continuous basis on crop conditions and agricultural production estimates and requirements, and on weather forecasting.

We need to work harder to share our know-how with the less-developed nations to permit them to increase their own food-producing ability.

In connection with that, we must redouble our own research efforts -- and encourage other nations to join in those efforts -- to seek the means of increasing still more the world's capability to produce protein in all forms.

We need in this country to exert an all-out effort at modernizing our transportation systems, so that what the farmer produces can be sent to market quickly and efficiently and economically. This must be coupled with our utmost effort at solving our fuel supply problems, both for transportation and agriculture.

A major goal of these efforts must be the establishment of both international and domestic food reserves, to give us the ability to fill in the low ebbs of food production brought about by bad crop years. Yes, I am suggesting a World Food Bank and a Domestic Food Bank. I have been trying for nearly 20 years to convince Congress and the nation of the need for food reserves. Perhaps now, belatedly and in the face of scarcity and high prices here, and starvation in some other parts of the world, my message will be heard.

Finally, as a basic ingredient in our capability to achieve all these goals, we need to apply our managerial and technological know-how to the world's food problems.

It seems ironic that we use this know-how in developing everything from the complex systems of modern industry to military weaponry and space programs, but ignore something as essential as food.

I have presented a plan for demonstrating how our technology, our ability to gather, sort and analyze data and prepare management systems based on that data, can be applied to this country's and the world's food production and distribution problems.

The Congress not long ago, with my encouragement and support, established the Office of Technology Assessment. I don't know how many of you may have heard of it yet.

The OTA is an agency established to provide Congress with current information and advice on ways of using newly developed technology in coping with the problems that are brought before the national legislature to be resolved.

I have asked the OTA to approve a plan by which the nation's agricultural information-gathering systems would be analyzed for gaps and shortcomings, as well as strengths, on the basis of which recommendations would be made for improving the systems.

I am sure you can see the significance of this effort. If we can demonstrate that a reliable forecasting system can be devised, to tell us the likely consequences of alternate agricultural policies, and warn us in advance that agricultural and food problems may be coming, we would be a long way toward avoiding domestic food supply problems of vast consequence. If we could then convince the other nations of the world to apply similar techniques in their agricultural and food production activities, and if all nations were to share that information, we might very well be close to licking a major share of the world food supply problems.

This is what I meant when I began by saying I was here to discuss a managerial problem. A candid appraisal of our performance in managing our agricultural and food production practices in this country, can only lead to the conclusion that any industry that used similarly obsolete management practices would be out of business.

The challenge that lies before our nation, then, is to start managing and start negotiating, to put our skills as farmers, diplomats and managers to work on the world's food supply problems.

We've got to act before any more crises develop -- before yesterday's exaggeration becomes tomorrow's fact.

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I AM DELIGHTED TO APPEAR HERE TONIGHT BEFORE THE XEROX
MANAGEMENT ASSOCIATION. WHAT I WISH TO DISCUSS IS IN MANY
WAYS A MANAGEMENT PROBLEM, SOMETHING IN LINE WITH WHAT YOU
DO AND DO WELL EVERY DAY AS PROFESSIONALS.

↳ FOR MORE THAN A YEAR, THIS COUNTRY AND THE WORLD HAVE
BEEN FEELING THE SHOCK WAVES OF A PROBLEM I HAVE BEEN TALKING
ABOUT FOR A GOOD MANY YEARS -- SERIOUS SCARCITY OF FOOD.

↳ LATELY, THE PROBLEM HAS BEEN JOINED BY OTHER SHORTAGES. THE
MOST WIDELY DISCUSSED, OF COURSE, IS THE FUEL SHORTAGE,
BROUGHT ON BY ^{import} INDUSTRY AND GOVERNMENT BUNGLING AND COMPOUNDED
BY THE ARAB OIL EMBARGO.

L IN SOME WAYS, WE CAN COMPARE THE ACTION OF THE ARAB OIL-
PRODUCING STATES TO AN INCIDENT YEARS AGO WHEN I WAS A BOY
IN SOUTH DAKOTA. ANOTHER YOUNG FELLOW WAS KNOWN IN TOWN AS
BEING A BIT LOOSE WITH THE TRUTH, HIS FATHER CAUGHT HIM IN
ONE OF HIS FIBS AND SCOLDED HIM. THE BOY ALIBIED, "I WASN'T
LYING, I WAS JUST EXAGGERATING A LITTLE." THE FATHER LET THE
INCIDENT GO WITH A WARNING. A DAY OR SO LATER, THE BOY WAS
CAUGHT AGAIN APPLYING A LAYER OR TWO OF VARNISH TO THE FACTS.
THE FATHER UNLEASHED A SOLID CUFF THAT SENT THE BOY SPRAWLING.
"WHY DID YOU HIT ME SO HARD, FATHER?" WHIMPERED THE SON. THE
FATHER REPLIED, "I DIDN'T HIT YOU HARD. I JUST EXAGGERATED
A LITTLE."

(THE BOY NEVER DID REFORM. HE GREW UP, AND WENT INTO POLITICS -- AS A REPUBLICAN.)

∟ MY POINT IS THAT SOMETIMES "A LITTLE EXAGGERATION" -- LIKE THAT APPLIED BY THE LAD'S FATHER -- IS USEFUL IN MAKING A POINT. THAT IS WHAT WE CAN THANK THE ARAB EMBARGO FOR DOING FOR US. THE EMBARGO AND ITS CONSEQUENCES HAVE EMPHASIZED A POINT THAT I HOPE WILL NOT BE LOST ON THIS NATION OR THE NATIONS OF THE REST OF THE WORLD.

∟ IT HAS SHOWN US IN OUR EVERYDAY LIVES THAT WE ARE LIVING IN A WORLD OF SHORTAGES AND DISLOCATIONS OF SUPPLY AND THAT WHAT AFFECTS OTHER PARTS OF THE WORLD CAN AFFECT US IN OUR OWN KITCHENS AT HOME.

WE ARE ALL AWARE OF THE STEADY INCREASE IN PRICES OF FOOD
IN THIS COUNTRY. THIS WAS HAPPENING BEFORE WE DISCOVERED THE
TERM, "ENERGY CRISIS." IT HAPPENED FOR SEVERAL REASONS.

↳ ONE IS THE GROWTH IN POPULATION AND THE NUMBER OF MOUTHS
TO FEED AT HOME AND ABROAD. ↳ ANOTHER IS THAT IN THIS COUNTRY
WE ARE TRYING HARDER THAN EVER BEFORE TO PROVIDE VERY AMERICAN
WITH GOOD NUTRITION. *Affluence*

↳ IN THE MIDST OF THESE DEVELOPMENTS, THE ADMINISTRATION
INTRUDED WITH ITS DISASTROUS, ON-AGAIN, OFF-AGAIN FOOD PRICE
CONTROLS, WHICH HAD EXACTLY THE OPPOSITE EFFECT THAN WAS
—
PRESUMABLY INTENDED -- IT DISCOURAGED PRODUCTION BY SQUEEZING
PROFITS, AND LED TO MORE SCARCITY AND STILL HIGHER PRICES.

ON THE INTERNATIONAL LEVEL, OTHER NATIONS OF THE WEST,
AND JAPAN, HAVE FOLLOWED THE UNITED STATES IN SUCCEEDING IN
RAISING THEIR STANDARDS OF LIVING. THAT HAS MEANT BIGGER
APPETITIES AND GREATER ABILITY TO PAY FOR PROTEIN PRODUCTS
OF ALL KINDS. LIVING "THE GOOD LIFE" HAS PLACED STILL GREATER
BURDENS ON THE ABILITY OF THIS COUNTRY AND OTHERS TO PRODUCE
THE FEED GRAINS THAT ARE REQUIRED TO PRODUCE MEAT.

ON TOP OF ALL THE FACTORS I HAVE LISTED, WE EXPERIENCED
TWO BAD CROP YEARS IN A ROW IN MANY PARTS OF THE WORLD, AS A
RESULT OF BAD WEATHER, CUTTING FURTHER INTO AVAILABLE SUPPLIES
OF FEED GRAINS, AS WELL AS OTHER CROPS.

MEANWHILE, FACTORS SUCH AS POPULATION GROWTH, EXPANDED INDUSTRIALIZATION AND HIGHER LIVING STANDARDS, WERE COMBINING WITH SHORT-SIGHTED GOVERNMENTAL AND INDUSTRIAL POLICIES, TO PRODUCE A BUILD-UP OF SIMILAR PRESSURES ON WORLD AND UNITED STATES FUEL PRODUCTION CAPABILITIES.

THEN CAME THE OIL EMBARGO AND THE ADDED EMPHASIS THAT WAS NEEDED TO ILLUSTRATE FOR ALL AMERICANS THE STRONG CONNECTIONS BETWEEN SUCH SEEMINGLY UNRELATED MATTERS AS FOOD, FUEL, AND FOREIGN POLICY.

THE EMBARGO HURT OTHER COUNTRIES MORE THAN IT HURT US. BUT EVEN THOUGH IT DIDN'T CRIPPLE US, IT HAS CONTRIBUTED TO SERIOUS INCONVENIENCE FOR JUST ABOUT EVERYONE.

^A
AND, PROTEST OVER RESULTING FUEL SHORTAGES CAUSED A TEMPORARY BUT SERIOUS REDUCTION IN THE TRANSPORTATION OF FOOD, WHICH LED TO EMPTY SHELVES IN SOME SUPERMARKETS A WEEK OR TWO AGO. IT BROUGHT FAMILIES THROUGHOUT THE NATION WITHIN ARM'S REACH -- THE DISTANCE FROM PLATE TO MOUTH -- FROM THE DIRECT, DYNAMIC RELATIONSHIPS I HAVE BEEN TALKING ABOUT. THE FOOD STOPPAGE WAS BRIEF AND TEMPORARY, BUT I HOPE WE ALL GOT THE MESSAGE.

OUR PRESENT ADMINISTRATION, BEFORE THE ARABS ENTERED THE ACT, HAD OF COURSE PROVIDED SOME EXAGGERATION OF ITS OWN. I AM REFERRING TO THE WHEAT DEAL WITH RUSSIA.

BY SHEER INEPTITUDE IN ITS DETERMINATION TO SEND OUR "AMBER WAVES OF GRAIN" TO SIBERIA, THE ADMINISTRATION HAS GIVEN US AN EXAGGERATED LESSON IN THE FACT THAT OUR CORNUCOPIA IS NO LONGER SO FULL THAT WE CAN SQUANDER ITS SURPLUSES.

∟ WE STILL LIVE IN A LAND OF BOUNTY, BUT I DON'T EXPECT SOON AGAIN TO HEAR THE CRIES OF ANGUISH THAT WERE SO COMMON A FEW YEARS AGO, ABOUT AGRICULTURAL SURPLUSES AND THOSE "BURDENSOME" FEDERAL LIMITATIONS ON CROP ACREAGE.

∟ UNLESS WE APPLY OUR MANAGERIAL KNOW-HOW AND COMBINE IT WITH OUR DIPLOMATIC SKILLS, WE WILL INSTEAD BE HEARING CONTINUED OUTCRIES OVER SCARCITY AND DISLOCATION.

AND WHEN WE ADD TO OUR DIFFICULTIES AT HOME THE POSSIBLE
PITFALLS THAT CONTINUED BUNGLING COULD BRING US ABROAD, WE WILL
ALSO HEAR OUTCRIES ABOUT OUR BADLY DAMAGED STATURE IN THE WORLD
COMMUNITY, ABOUT OUR LOSS OF RELIABILITY AS A SUPPLIER OF
FOOD OVERSEAS.

THE OIL EMBARGO BY A RELATIVELY SMALL GROUP OF MEN AND
NATIONS IN THE MIDDLE EAST WAS SIMPLY THE CATALYST THAT
BROUGHT TO THE BOILING POINT THE INGREDIENTS ALREADY PRESENT,
OF TOTALLY INADEQUATE NATIONAL POLICIES ON PLANNING,
DEVELOPING AND MANAGING OUR ENERGY AND AGRICULTURAL RESOURCES
AT HOME AND IN THE COMMUNITY OF NATIONS.

WE HAVE BEEN WARNED THAT OTHER COUNTRIES ARE IN POSITIONS
SIMILAR TO THAT OF THE ARAB OIL-PRODUCERS, AS SUPPLIERS OF
LARGE PORTIONS OF THE WORLD'S BASIC MINERALS -- THE SUBSTANCES
WITHOUT WHICH HIGHLY INDUSTRIALIZED AND TECHNOLOGICALLY ADVANCED
NATIONS LIKE OURS CANNOT FUNCTION, { WE MUST IMPORT LARGE
PERCENTAGES OF OUR CONSUMPTION OF THESE MATERIALS. BUT THESE
OTHER NATIONS SIMPLY CANNOT CONTINUE TO FILL THESE EXPORT
ORDERS, IF THEY MUST DIVERT LARGE PORTIONS OF THEIR NATIONAL
REVENUES AND FOREIGN EXCHANGE TO PURCHASE FUEL TO EXPLOIT
THESE RAW MATERIALS, TO OBTAIN FERTILIZER THAT IS CRITICAL
TO THEIR OWN AGRICULTURAL PRODUCTION, AND TO PROVIDE FOOD
TO THEIR PEOPLE TO PREVENT WIDESPREAD STARVATION.

THE UNITED STATES AND OTHER NATIONS MUST NO LONGER BE
THE VICTIMS OF SUCH CIRCUMSTANCES, EITHER.

BUT IT WILL TAKE HARD WORK, DETERMINATION AND A REALISTIC
RECOGNITION OF THE NEW WORLD REALITIES THAT FACE US, IF WE
ARE TO AVOID SUCH NIGHTMARISH SITUATIONS. WE DEPEND ON
FOREIGN SUPPLIES OF INDUSTRIAL MATERIALS. BUT AT THE SAME
TIME OTHER NATIONS LOOK TO US -- THEY SHOULD BE ABLE TO
COUNT ON US -- FOR FOOD.

OUR ABILITY TO PRODUCE AND DELIVER FOOD CAN BE OUR
BARGAINING CHIP TO AVOID FUTURE EMBARGOES, CONTRIBUTE TO
WORLD PEACE AND ECONOMIC STABILITY, AND STRENGTHEN OUR
NATIONAL SECURITY.

THOSE ARE IMPORTANT FACTS.

-- WE CAN HAVE NO NATIONAL SECURITY UNLESS WE HAVE FOOD
SECURITY; ^{SI} WE CAN HAVE NO INTERNATIONAL MONETARY STABILITY
UNLESS WE HAVE INTERNATIONAL FOOD STABILITY;

-- WE CAN HAVE NO RELIEF FROM RISING FOOD PRICES UNLESS
WE CAN MARSHALL OUR PRODUCTION AND DISTRIBUTION KNOW-HOW
TO MEET RISING DEMAND;

-- WE CAN HAVE NO FAVORABLE BALANCE OF PAYMENTS UNLESS WE
USE OUR FOOD EXPORTING POTENTIAL AND DISTRIBUTION ABILITY
TO CREATE A BALANCED TRADE PROGRAM.

SO WE MUST RECOGNIZE THAT WE ARE UP AGAINST PROBLEMS OF
WORLDWIDE SCOPE, NOT JUST DOMESTIC DIFFICULTIES. WE MUST FACE
THE FACT THAT WE ARE IN A WORLD IN WHICH PEOPLE AND WHAT THEY
NEED ARE DISTRIBUTED UNEQUALLY IN RELATION TO EACH OTHER.

WE MUST REALIZE THAT POPULATION GROWTH AND RISING LIVING STANDARDS HAVE ADDED TO THE DIFFICULTIES OF COPING WITH THESE INEQUITIES. THEN WE CAN BEGIN TO APPLY OUR MANAGERIAL AND TECHNOLOGICAL AND AGRARIAN TALENTS TO SOLVING THE PROBLEMS. FOOD, WE MUST RECOGNIZE, IS THE KEY TO WINNING THE FIGHT AGAINST INEQUITY. FOOD IS POWER.

BUT THE SAD TRUTH IS THAT THIS NATION HAS NOT DEVELOPED A PLANNED, FORWARD-LOOKING FOOD EXPORT PROGRAM. WE ONLY HAVE ONE-SHOT, HIP-SHOT DEALS LIKE THE RUSSIAN WHEAT SALE. WE TALK EXPORT, BUT WE DON'T PERFORM.

I HAVE PROPOSED A MULTIPLE-PRONGED APPROACH TO THE PROBLEMS AT HOME AND ABROAD.

ON THE INTERNATIONAL PLANE, WE NEED TO WORK OUT AGREEMENTS
WITH OTHER NATIONS TO SHARE INFORMATION ON A CONTINUOUS
BASIS ON CROP CONDITIONS AND AGRICULTURAL PRODUCTION ESTIMATES
AND REQUIREMENTS, AND ON WEATHER FORECASTING.

WE NEED TO WORK HARDER TO SHARE OUR KNOW-HOW WITH THE
LESS-DEVELOPED NATIONS TO PERMIT THEM TO INCREASE THEIR OWN
FOOD-PRODUCING ABILITY.

IN CONNECTION WITH THAT, WE MUST REDOUBLE OUR OWN RESEARCH
EFFORTS -- AND ENCOURAGE OTHER NATIONS TO JOIN IN THOSE
EFFORTS -- TO SEEK THE MEANS OF INCREASING STILL MORE THE
WORLD'S CAPABILITY TO PRODUCE PROTEIN IN ALL FORMS.

WE NEED IN THIS COUNTRY TO EXERT AN ALL-OUT EFFORT AT
MODERNIZING OUR TRANSPORTATION SYSTEMS, SO THAT WHAT THE
FARMER PRODUCES CAN BE SENT TO MARKET QUICKLY AND EFFICIENTLY
AND ECONOMICALLY. THIS MUST BE COUPLED WITH OUR UTMOST EFFORT
AT SOLVING OUR FUEL SUPPLY PROBLEMS, BOTH FOR TRANSPORTATION
AND AGRICULTURE.

Reserves { A MAJOR GOAL OF THESE EFFORTS MUST BE THE ESTABLISHMENT OF
BOTH INTERNATIONAL AND DOMESTIC FOOD RESERVES, TO GIVE US THE
ABILITY TO FILL IN THE LOW EBBS OF FOOD PRODUCTION BROUGHT
ABOUT BY BAD CROP YEARS. YES, I AM SUGGESTING A WORLD FOOD
BANK AND A DOMESTIC FOOD BANK. I HAVE BEEN TRYING FOR NEARLY
20 YEARS TO CONVINCING CONGRESS AND THE NATION OF THE NEED FOR
FOOD RESERVES.

PERHAPS NOW, BELATEDLY AND IN THE FACE OF SCARCITY AND
HIGH PRICES HERE, AND STARVATION IN SOME OTHER PARTS OF
THE WORLD, MY MESSAGE WILL BE HEARD.

FINALLY, AS A BASIC INGREDIENT IN OUR CAPABILITY TO ACHIEVE
ALL THESE GOALS, WE NEED TO APPLY OUR MANAGERIAL AND
TECHNOLOGICAL KNOW-HOW TO THE WORLD'S FOOD PROBLEMS.

IT SEEMS IRONIC THAT WE USE THIS KNOW-HOW IN DEVELOPING
EVERYTHING FROM THE COMPLEX SYSTEMS OF MODERN INDUSTRY TO
MILITARY WEAPONRY AND SPACE PROGRAMS, BUT IGNORE SOMETHING AS
ESSENTIAL AS FOOD.

I HAVE PRESENTED A PLAN FOR DEMONSTRATING HOW OUR TECHNOLOGY, OUR ABILITY TO GATHER, SORT AND ANALYZE DATA AND PREPARE MANAGEMENT SYSTEMS BASED ON THAT DATA, CAN BE APPLIED TO THIS COUNTRY'S AND THE WORLD'S FOOD PRODUCTION AND DISTRIBUTION PROBLEMS.

THE CONGRESS NOT LONG AGO, WITH MY ENCOURAGEMENT AND SUPPORT, ESTABLISHED THE OFFICE OF TECHNOLOGY ASSESSMENT. I DON'T KNOW HOW MANY OF YOU MAY HAVE HEARD OF IT YET.

THE OTA IS AN AGENCY ESTABLISHED TO PROVIDE CONGRESS WITH CURRENT INFORMATION AND ADVICE ON WAYS OF USING NEWLY DEVELOPED TECHNOLOGY IN COPING WITH THE PROBLEMS THAT ARE BROUGHT BEFORE THE NATIONAL LEGISLATURE TO BE RESOLVED.

I HAVE ASKED THE OTA TO APPROVE A PLAN BY WHICH THE NATION'S AGRICULTURAL INFORMATION-GATHERING SYSTEMS WOULD BE ANALYZED FOR GAPS AND SHORTCOMINGS, AS WELL AS STRENGTHS, ON THE BASIS OF WHICH RECOMMENDATIONS WOULD BE MADE FOR IMPROVING THE SYSTEMS.

I AM SURE YOU CAN SEE THE SIGNIFICANCE OF THIS EFFORT. IF WE CAN DEMONSTRATE THAT A RELIABLE FORECASTING SYSTEM CAN BE DEvised, TO TELL US THE LIKELY CONSEQUENCES OF ALTERNATE AGRICULTURAL POLICIES, AND WARN US IN ADVANCE THAT AGRICULTURAL AND FOOD PROBLEMS MAY BE COMING, WE WOULD BE A LONG WAY TOWARD AVOIDING DOMESTIC FOOD SUPPLY PROBLEMS OF VAST CONSEQUENCE.

IF WE COULD THEN CONVINCED THE OTHER NATIONS OF THE WORLD
TO APPLY SIMILAR TECHNIQUES IN THEIR AGRICULTURAL
AND FOOD PRODUCTION ACTIVITIES, AND IF ALL NATIONS WERE TO
SHARE THAT INFORMATION, WE MIGHT VERY WELL BE CLOSE TO
meeting a
~~holding a~~ MAJOR SHARE OF THE WORLD FOOD SUPPLY PROBLEMS.

THIS IS WHAT I MEANT WHEN I BEGAN BY SAYING I WAS HERE
TO DISCUSS A MANAGERIAL PROBLEM. A CANDID APPRAISAL OF OUR
PERFORMANCE IN MANAGING OUR AGRICULTURAL AND FOOD PRODUCTION
PRACTICES IN THIS COUNTRY, CAN ONLY LEAD TO THE CONCLUSION
THAT ANY INDUSTRY THAT USED SIMILARLY OBSOLETE MANAGEMENT
PRACTICES WOULD BE OUT OF BUSINESS.

THE CHALLENGE T

THE CHALLENGE THAT LIES BEFORE OUR NATION, THEN, IS TO
START MANAGING AND START NEGOTIATING, TO PUT OUR SKILLS AS
FARMERS, DIPLOMATS AND MANAGERS TO WORK ON THE WORLD'S
FOOD SUPPLY PROBLEMS.

WE'VE GOT TO ACT BEFORE ANY MORE CRISES DEVELOP -- BEFORE
YESTERDAY'S EXAGGERATION BECOMES TOMORROW'S FACT.

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