

not tell the president, "You have to do this, this, this, and this." They will tell the president, "You have to get your costs down. You have to get your expenses down and you go out and find out how to do it."

The president of the corporation has all the facts to permit him to know where he can cut, where he can cut R. & D., where he can make changes to cut costs, and so forth. The only one in the country who has this available to him is the President of the United States.

You know the budget as well as I do, the voluminous size, and this requires a staff of a substantial number of people and strict orders as to what to do, including some arbitrary things only the President can do, plus the fact that Congress can put substantial pressure on him, but for an outsider to tell specifically where to cut, this is not a realistic approach to the problem.

Mr. BUSH. I am not sure I would agree with that. I think we need some help around here on cutting spending. I agree with your thesis, but I think we need some specific suggestions in this regard because it is one thing to criticize.

I find I make the same speech at home that you made, but I find the increasing pressure of people telling me, "OK, where would you cut?" And I think it would be helpful if your group had some recommendations and I am sure different members do. They can be put out in a rather general form just to give us some direction because I think we are going to have to come up with some specific suggestions if we really want to force the President to cut spending, which I frankly would like to see done.

Mr. GULLANDER. Only the department heads who are reporting to the President can really identify where to curtail the spending. If the President gives an assignment to each department head as to what he has to cut, the President can't tell where to cut. He can tell them in total as to what to cut, but as to where they must tell him and Congress must examine.

You must examine your agricultural program, all your programs, to determine whether or not this is the place to cut. It is a question of priorities and the American public have elected Members of Congress to make those priorities and they have elected the administration to make those priorities.

Mr. BUSH. No further questions.

Mrs. GRIFFITHS. Mr. Chairman.

The CHAIRMAN. Mrs. Griffiths.

Mrs. GRIFFITHS. I would like to say, Mr. Gullander, that really the Federal Government isn't like a corporation at all. There is no comparison. The Federal Government doesn't have a balance sheet. It doesn't have to make a profit. The Federal Government doesn't even have a memory. So that there is no real way in which it can handle with judgment the naming of priorities.

Now, I have been trying to get people on the other side of the aisle for some time to name priorities and say which things they would cut out, but I know that the mere suggestion of cutting out items and putting them in a list would cost millions of votes to anyone who named them, so that it isn't really that simple.

Mr. GULLANDER. That is why I said the responsibility is also on the constituents as well as Congress and the administration.

Mrs. GRIFFITHS. That is right; and even constituents like you.