

Dr. COOKE. May I start to try to answer that question? And I would hope, after a brief statement, that Doctors Harris and Price will speak, too.

The segregation, shall we say, of objectives, and apparent negative statement with regard to organization, social and economic factors, was by no means meant to denigrate their importance, nor the capacity of individual members of the society, to speak constructively to those factors.

As we view the situation thus far, we feel that the solution of economic and organizational problems require (1) the definite, positive statements of the problem, (2) a compilation of what knowledge there is to work with, (3) and what needs knowing in some relationship to importance (establish priorities). This is not to suggest that others do nothing now, while waiting until such are available, but rather for us to concentrate our skills, expertise, and participation of knowledgeable chemists in industry, government, and universities to help provide a basic story of what we know, and what we need to know.

After accomplishing this, I am certain that many of us will then recommend ways to organize to achieve the ultimate aims. However, we feel it is imperative that our first priority job be to pull together, as well as we can, in one place, the chemistry and chemical engineering related to these problems. Define them, and define the need. By no means do we mean to delimit or denigrate the importance of the social and political aspects. But, in order of priority, we have chosen the technical approach, we think, intelligently.

Mr. DADDARIO. Well, it is not in the nature of my question to be critical. I would quite agree that we ought not to wait until we can prove out what we need to do, before we get about doing it. But I would hazard the guess that as you gentlemen review what is being done, you could come to these conclusions: some of it is being badly managed. Some things are being done we ought not to be doing, and some things are not being done which we have a great competence to do and ought to be done. This fits into the pattern of organizational, political, economic, and social questions, if we are doing things which are economically unsound and if you had some suggestion as to what needed to be done in order to develop a greater competence in programs presently in existence. How might these be replaced to accomplish certain end objectives which would give us leadtime for learning more about things that ought to be done? Not just chemistry is involved here, but the management part of this is extremely important.

Dr. COOKE. Then, sir, I think, appraised this way, that we are expecting and hope to come up with many such specific recommendations and commentaries with regard to the relative economics of certain processes. Further in my testimony I will make specific reference to one or two such cases as examples of what we hope to achieve.

Perhaps we have overemphasized the fact that we are approaching the problem from the scientific knowledge basis, rather than from the standpoint of economics and organization. This is not meant to deny the importance of scientific knowledge in recommending courses of political and economic action and possible mechanisms by which action might be taken.

Mr. DADDARIO. While we are on the subject, does Dr. Harris, Dr. Price or any other gentleman want to say something about this?

Dr. HARRIS. I don't have to tell anyone in this room that this is one