
National Integration Agency

2060 Report to the Congress of the United States

Testimony by Harry David Benson, Vice President of the United States to the Senate Integration Committee

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The year is 2060. More than half way into the 21st century, Congress has decided that the National Security System, built as a requirement of the National Security Act of 2010, should be reviewed to ensure the continued peace and prosperity of the United States and its allies throughout the world. In 2010, the National Integration Agency was established by Congress to manage all integrative missions of the US government, with oversight and funding through the Senate and House Integration Committees of Congress and directed by the Vice President of the United States, who now wears three hats; Vice President, President of the Senate, and Director of the National Integration Agency. The Office of the Vice President now occupies much of the organizational space between the President and the

Cabinet level Secretaries and permits the interagency to be formalized with oversight and funding responsibilities by Congress. In addition, the National Integration Agency houses the Regional Missions of the USG, the National Visioning Learning Center which provides guidance on long term national strategies including foreign and domestic policy and provides an interdepartmental and interagency scenario-based planning process for all agencies and departments of the federal government. The National Visioning Learning Center also produces with the major agencies and departments, the Quadrennial Review of the World and a 25-Year Plan for the Future in the first 100 days of every new administration. This Review and Plan will outline the complementary roles that each of the agencies and departments will play in furthering the interests of the United States on a global basis. Congress now asks that all organizations work together as a team to reduce the potential for war-like conflicts, and promote peace and prosperity around the world. Their tactical plans are up-dated each year. Their long-term strategic objectives and goals are set for a twenty-five year period.

What follows is the introductory portion of the Agency's 2060 Report to Congress. The regional and country by country analyses of activities follow in a separate document.

BACKGROUND

In 2010, a new National Security Act was passed by Congress “to improve the nation’s ability to defend itself against the challenges to its way of life in the 21st Century, to strengthen the nation’s capabilities to promote the peaceful resolution of international conflicts and create more peaceful, prosperous and democratic futures for the world community as well as improve life at home.” The National Integration Agency was created to manage interagency missions and whole of government institutions that exist within the USG infrastructure that cut across the entire spectrum of the government. It was authorized and annually funded by Congress as a federal institution able to assist the Executive Branch, Congress, and others with execution across the federal government spectrum. Taking into consideration its statutory requirements, the National Integration Agency developed five major missions.

Mission One: Research

Mobilize the best national and international talent from research organizations, academia, and government to support policy makers by providing independent and creative assessments of how to deal with international conflict situations by political means.

Mission Two: Track II Diplomacy

Facilitate resolution of international disputes through “Track II” encounters among parties to conflicts and by preparing U.S. negotiators for mediation work.

Mission Three: Professional Training

Train international affairs professionals in conflict management and resolution techniques, mediation, and negotiating skills.

Mission Four: Formal Educational Curricula

Strengthen curricula and instruction, from high school through graduate education, about the changing character of international conflict and non-violent approaches to managing international disputes.

Mission Five: General Public Awareness Programs

Raise the level of student and public awareness about international conflicts and peacemaking efforts through grants, scholarships, publications, electronic outreach, and conferences.

The Visioning Process of 1998:

In addition to its missions, the Institute became engaged in a visioning process in 1998 that began by investigating a world view of 2085 and what role it might play in that world. Working backwards from 2085, the Institute staff then became involved in “visioning” in the 2025 year time frame.

The visioning process required the building of a time-line from the year 2000 to the year 2025. This was analogous

to the Pentagon's view of "shaping" which assumes that you can influence the environment to produce outcomes that are favorable to your will. The building blocks and assumptions that were built into the time-line ultimately evolved into a strategic plan. That plan, when implemented, changed the scope of the work done at the Institute. The visioning process changed the thinking about what the Institute could become. This required the development of assumptions about the world and what role the Institute could play in that world. It also required the articulation of values and the demonstration of what those values would yield when tied to action strategies. At its inception, the Institute represented the need for American statesmanship to seek to limit international violence and to achieve peace based upon the ideals of freedom, justice, and human dignity. Those values have not changed.

Output of the Visioning Process:

The Institute developed several assumptions about the future. Two essential questions were asked. "What is the role of the United States Institute of Peace in supporting the aim of the country, based on the articulated assumptions?" and "What should the Institute do?"

The Institute also decided to develop an operational definition of conflict: "disruptive, life-threatening activity and/or the disruption of property such as infrastructure."

The Institute's articulated assumptions using the operational definition of conflict are as follows:

- The process of deterrence, management and reduction of conflicts throughout the world is something of value to the United States.
- The deterrence, management and reduction of conflict is a systemic process.
- Promotion of peace requires active prevention, reduction and management of conflict, including post conflict maintenance processes.
- The “rule of law” and principles of good governance are values of the United States and are values that are promoted by the Institute.
- The United States has global interests.
- The world is a system.
- Conflict anywhere on the planet can negatively affect the world anywhere, including the U.S., because the world is a system. Therefore, the promotion of peace can require U.S. involvement anywhere to deter, reduce or eliminate conflict.
- Peace can only be maintained by the strong.

An important element emerging from the visioning process was the understanding that peace prospects and root causes of conflicts are complex and systemic. They require a

thorough understanding of the system relationships between elements of a society that can lead to conflict, if not in balance. A major effort in the Institute's agenda, therefore, was to study the systemic nature of conflict. This includes the elements that need to be addressed to promote peaceful futures through *prevention* on a global basis.

In addition, the systems ideas of the great American statistician and philosopher, Dr. W. Edwards Deming were useful to bring clarity to this complex subject. Dr. Deming's System of Profound Knowledge, was a useful tool to understand the world system and to help the world secure greater peace and prosperity. These discussions were also an educational process for Congress, leaders in government, academia and business, the American people and the other stakeholders of the world. The nation benefited greatly by merging the theories of Dr. Deming with discussions of conflict and peace.

The question debated continuously was, "What role should the U.S. and the Institute play in helping to deter, reduce and manage conflict, and promote peace and prosperity around the world post conflict?" Should the name of the Institute be changed from the U.S. Institute *of* Peace to the U.S. Institute *for* Peace?

After World War II, in the middle of the last century, General George C. Marshall said,

“We are now concerned with the peace of the entire world.

And the peace can only be maintained by the strong.”

After the cold war was over near the end of the last century, the nation did not know how to answer the question, “what does it mean to be strong?” Only by taking a “systems” perspective could the question be answered.

The United States Institute of Peace **Statement of Philosophy**

The United States Institute of Peace still assumes that peace can only be maintained by the strong. National strength, therefore, remains an area of study; not only for the United States, but for its many partners and allies in the many peace processes engaged in at any one time. Strength requires military capability to deter conflict, but fight and win a war, if necessary, on a national and/or global basis with allies.

On the basis of research carried out by the Institute, it has been found that strength requires a strong national infrastructure. This is the foundation upon which the continuous development of a society depends. Being globally strong requires a strong global infrastructure. This includes:

- strong societal and moral codes,
- the rule of law,
- stable governmental and political institutions,
- schools and educational programs to ensure a knowledgeable citizenry and life-long learning,

- a healthy market based economy, with a strong industrial base of globally competitive industries that continuously improve their quality and productivity, and produce jobs.

Because of the “infrastructure wars” five years ago, the United States Institute of Peace developed a number of programs aimed at ameliorating the problems of infrastructure security. This included conflict management and resolution and was carried out in conjunction with its partners at the Departments of Defense, State and Commerce, the Office for Science and Technology Policy in The White House and the National Security Council.

The “infrastructure wars” were aimed at creating chaos and gaining power by attacking key areas such as power plants, roads, sewers, ports, banks, telecommunications, housing, hospitals and health-care, and the environment. Traditional wars between powerful militaries gradually declined, but even more complex devastation occurred through infrastructure attacks.

Institute research, centering on infrastructure, also found that an element of infrastructure rarely understood was knowledgeable leadership. In the private and public sectors of any democratic society, leadership needs to have the will to improve and continuously learn about its obligations, and apply those lessons to work and life. The research found that leadership needs to respect the knowledge and potential of the people. In a democracy, this includes taking maximum advantage of the diversity of the

population, and creating environments where all people can learn, grow, and make contributions to society according to their abilities.

The promotion of democracy and democratic ideals was infused into many of the programs of the Institute for the developing world. Those nations began to develop into more sophisticated economic and political structures in order to reduce the conflict at all levels in their countries and regions of the world.

Even in the last century, it was understood that there was a relationship between economic health and political stability to support a society. Lieutenant General H.J. Hatch, in a book of the last century, edited by L. Erik Kjonnerod, *Evolving U.S. Strategy for Latin America and the Caribbean*, wrote on “Security, Stability, Sustainability: Conditions for Peace,”

“. . .the United States should be cooperating with the governments of Latin American nations. . . These nations need effective public and private institutions to meet the basic needs of their citizens. A component of many of these institutions is the infrastructure essential for economic development. . . Economic development is, in large measure, based on the existence of adequate infrastructure. Infrastructure opens the door to productivity, economic opportunity, and a higher standard of living. The lack of infrastructure contributes to uneven and inadequate economic growth, which, in turn, contributes to political instability.”

The United States Institute of Peace began to evolve programs to address the issues of cooperation to enhance peace and prosperity. Latin America was one of their first successes. In addition, the idea of American global primacy at the turn of the century remains an objective to this day. To accomplish this has required a different role for the United States than they had ever known; a different aim.

Systems theory states that “a system must have an aim” to be a system. The question was asked by the Institute, “what is the aim of the United States in its role in the world?” “Life, liberty, and the pursuit of happiness,” within the system framework of maintaining the Constitution, the Bill of Rights, and providing for a common defense, was the answer. Of course, another system constraint has always included a finite amount of tax dollars and globally competitive capital for free market growth. This is important to build the infrastructure and, in addition, the knowledgeable people essential for a society to have effective leadership. Within this context, a dialog with Congress was utilized to enable the Institute to more clearly define its aim.

The new Institute building, constructed in the heart of Washington, D.C. has played a major role in educating the people of the country and its policy-makers. Millions of tourists a year from the U.S. and abroad visit the Institute’s museum. The building also remains the site of the annual “State of the World Report to Congress,” in which, the

holistic nature of the war-peace continuum is explored every year, and translated into U.S. global policy. Thousands of diplomats, and hundreds of Fellows, both U.S. and foreign, have been educated in programs of the Institute. Research and studies are conducted along the entire spectrum of conflict and peace.

The Institute has formed a series of “internships” that permit academics and practitioners to work together in real world situations to improve both groups’ knowledge and experience and make a difference in the world. The academic community has the opportunity, through the Institute, to practice the theories they teach. Practitioners have the opportunity to learn the theories of diplomacy and conflict prevention, reduction and management -- and test them in reality. Both skill sets are essential to moving along the war-peace continuum toward the peaceful end.

Near the turn of the century, Dr. Zbigniew Brzezinski, a former National Security Adviser to the President of the United States, proposed a grand strategy for U.S. global policy well into this century. It remains the key general guideline for U.S. foreign policy, today. He wrote, in his book, *The Grand Chessboard*,

“In the short run, it is in America’s interest to consolidate and perpetuate the prevailing geopolitical pluralism on the map of Eurasia. That puts a premium on maneuver and manipulation in order to prevent the emergence of a hostile coalition that could eventually seek to challenge America’s primacy, not to mention the remote possibility of any one

particular state seeking to do so. By the middle term, the foregoing should gradually yield to a greater emphasis on the emergence of increasingly important but strategically compatible partners who, prompted by American leadership, might help to shape a more cooperative trans-Eurasian security system. Eventually, in the much longer run still, the foregoing could phase into a global core of genuinely shared political responsibility.”

It has been the role of the Institute to support this thinking in reducing conflicts throughout the Eurasian continent, as well as those that have arisen in Latin America and Africa. Today, many State Department officials believe that the world is just transitioning from Dr. Brzezinski’s short run strategy to the middle term situation. Much of the positioning of U.S. relationships that have been balanced between China, Japan and Russia in the region have worked well on behalf of the United States and the world. Russian integration into NATO and the European Community has been a great success. Continuous engagement with China has been successful to enable them to become a regional power, but not a global one. The support of Japan as America’s key strategic ally in the region has worked well with the development of Japan as a key global peacemaker. The Institute has supported these efforts in many different ways. In Washington, the Institute has been the command center of virtual “holographic” diplomacy for more than ten years.

Another major role the Institute has played during the first quarter of this century has been to support the international

efforts to mediate between India and Pakistan to prevent them from escalating their hostilities into a war and reducing their nuclear arms race. In addition, the environmental degradation of Africa, which has exacerbated the tribal conflicts there, has commanded much attention from the Institute staff. This has been coupled with international efforts to restore the continent's forests. This has been done in hopes of curtailing the environmental, and therefore economic and political catastrophe that was upon most of the nations of Africa just ten years ago.

The Institute played a key role in the peaceful development of post Castro Cuba. Much conflict was averted when the Cuban community in south Florida became a major obstacle in the reintegration of Cuba. Cuban exiles living in the U.S. wanted to return to the country and take back land and property that their families had owned one, two and three generations before. Since the land was in others' hands, a war had become imminent. Institute personnel made the difference between war and peace.

The Institute was also instrumental in first studying a proposal to reduce weapons of mass destruction around the world. Then, when it was adopted as U.S. policy, The Institute helped to implement it. The policy that evolved from the study first purchases weapons of mass destruction from countries and then properly destroys them. In return, the country receives financial assistance and expertise in building and/or improving their economies and infrastructure. This policy has also required continuous

monitoring by United Nations Coalition teams. It has been supported, economically and politically, by most of the countries of the United Nations.

The Institute's work continues to evolve the very core of how the United States defines itself as a people, and a part of a free global society. It also helps to define how the U.S. views its world responsibilities; hence how the Institute should support and align its responsibilities. The Institute helps Congress to continuously refine America's values regarding its role in the world since those values are at the center of the Institute's work.

One of the values of the United States is the rights of the individual outlined in the Bill of Rights. Human values and rights, and respect for the individual are at the heart of the Bill of Rights and the aim of democracy around the world. By holding other nations accountable for their human rights violations, as much as possible, the United States tries to help other countries understand the need to respect individuals' rights. Carrying out its mission to participate in "Track II" negotiations, the Institute develops whole new techniques and mechanisms to hold other nations accountable aiding the global process to eliminate human rights abuses. This has been accomplished using some of the most sophisticated electronics capabilities "borrowed" from the Pentagon and the CIA. Through the use of information technologies, such as remote sensing, the United Nations has monitored abusive nations around the world. They no longer can hide their abuses and are brought to justice.

Even with these new techniques, another major source of conflict that the Institute has been dealing with is the new militancy of a few Moslem “have-not” nations. In many ways, they want to remain without technology in what they perceive as a plot by the West to corrupt their values. These militant factions do not want their populations to be literate, or have access to technology, such as PC’s or the internet. This way, they can continue to repress and control their populations in any way they deem politically appropriate “in the name of Mohammed.” Institute programs aimed at assisting those countries and peoples repressed by others have been helpful, but the problems continue to surface.

Institute research has found that it is crucial for developing nations to articulate core values and live by them. This is needed in order to help the individuals in their country understand the country’s expectations of them. A system, especially a nation, needs core values that are articulated and held up for world view, scrutiny and commentary. In many respects, the U.S. Declaration of Independence was America’s first attempt to define the core values of the nation. Those values have had a positive and profound impact on the world since their publication in 1776. They are frequently cited as an example in the work of the Institute around the world.

In addition to core values of a nation, a part of the infrastructure of a nation must include a sound economy. Poverty around the world is a global systemic issue that

frequently can and does lead to political instability. It, therefore, follows that one important way to secure peace around the world is to ensure prosperity and a high quality of life.

Global geopolitical stability, or balance of power, became a major value of the United States by the turn of the century. It was encouraged by a Congress that began to understand the role that the U.S. needed to play as the sole remaining superpower. This began after the end of the cold war and the economic collapse of much of the developing world. American leadership was essential to establish geopolitical cooperation on a global basis. This included the establishment of new global infrastructures for a number of areas, including a new global economic infrastructure, political infrastructure, and military infrastructure through an expanded United Nations. As an example, the Institute played a major role in the enlargement of a UN Court System, which today has provided a legal framework that gives the “rule of law” increased meaning on a global scale. The global economic system is also UN based and monitors the global stock exchanges, the new World Bank, and the world’s monetary unit.

The United States no longer *controls* vast areas of the world through superpower status. There is no question that U.S. *influence and leadership* are at an all time high throughout the world. The Institute is playing an expanded role in enabling U.S. leadership and influence.

Another Fundamental For Peace: The Well Being of a

Population

The Institute, in association with other federal agencies and partners, has developed prevention programs, aimed at improving the general well being of populations throughout the world. Without a strong educational component in a society, and an environment that values knowledge, there is little hope for that society to grow and develop, especially in the Knowledge Age of the 21st century. There is certainly no hope that it can sustain leadership in a global sense. Education is a foundation for which there is no substitute; whether that education takes place in a traditional or untraditional way. Literacy in all its aspects is essential to survival.

It also goes without saying that health care and nourishment must be available to a population from conception until death. Because the greatest asset a society has is its people, and the knowledge in their heads, it is crucial that the investments made in that knowledge give the society a “return” for its investment. Without healthy people, the returns will be poor.

Economic stability is essential for peace. Without capital, there is no business, without business, there is no profit, and without profit, there are no jobs. The viability of a nation’s economic and industrial infrastructure, which provides jobs for the people of a nation, which creates and distributes wealth, and which leverages profits, is essential. Without jobs, people and the quality of their lives deteriorate to a point where hunger leads to the

disintegration of the society. It also leads to strife on many different levels. The global community cannot sustain indefinitely whole populations of “haves” and “have nots.” As a major preventive measure, the Institute has numerous programs to improve the standard of living and quality of life in the “have not” nations of the world in conjunction with its many partners.

In the Kjonnerod book, Lowenthal and Hakim described four criteria needed, “for democratic institutions to take firm root and flourish. . .”

The Institute uses these principles in their numerous educational programs:

“First, the region’s remaining internal wars must be ended. Democratic politics cannot thrive in settings where civil strife divides societies, expands the role of armies, retards economic progress, and produces gross human rights abuses. Second, the armed forces must be more effectively subordinated to the political control of civilian governments... Third, countries (must) curtail pervasive abuses of human rights. Democratic practice and the rule of law cannot be consolidated unless the rights of political dissidents, minorities, and other vulnerable groups are respected and protected. Finally, nations. . . must make every effort to establish and sustain economic programs that can renew investment, improve productivity, and create opportunities for disadvantaged groups. Democratic institutions cannot thrive under conditions of prolonged economic hardship - when millions of citizens are without

jobs, adequate shelter and nutrition, basic education, or much hope for the future.”

The Institute has also come to understand and teach the principle that prolonged peace requires an economic system that is environmentally sustainable. This is especially difficult for developing nations, who use up their natural resources to sustain current populations, at the expense of their future and the future of the world.

RECENT HISTORY

And, the

That was only one of the major changes recently. “Cars” no longer exist. Their legacy is the Personal Transportation Vehicle, or the PTV, completely driven by computers, coming in all shapes and sizes, and that float in an electromagnetic field

The change to PTVs, more than any other, will ultimately change the geo-political world situation based on oil, since little oil is used in the PTV infrastructure, and solar energy is rapidly replacing oil as the major energy source of the world.

The IBM of today, was created just five years ago, in 2020, when the merger wave of the old automobile industry took place as globally competitive companies tried to battle Toyota, CIMMCO, the China Integrated Motors and Manufacturing Company, and the huge Ford Sony Boeing

Group or FSB, the world's largest transportation company.

FSB was created in 2017. Realizing it couldn't go it alone, Ford approached Sony and Boeing. That merger married Ford's marketing ability, Sony's electronic prowess and Boeing's skill at building lightweight space frames that integrate sophisticated electronics, such as fly-by-wire and avionics.

The boards of the three organizations realized they held the required synergies between them for the future of transportation. A Ford executive, who sat on the Sony board, found out Sony scientists were close to perfecting that technology. With Sony's blessing, Ford scrapped all plans for vehicles with wheels. Instead, it threw all available R&D money toward the development of the global infrastructure and the creation of Personal Transportation Vehicles.

Less than ten years ago, the automotive industry started to become the PTV global infrastructure, and it has finally been completed in the United States, Europe and Japan this year.

IBM was organized out of what was left of General Motors, Nissan, Mitsubishi, Volkswagen, Saab and Volvo. In the late 20th century, General Motors emerged as the dominant automaker in China. It negotiated relationships with every province and every major Chinese manufacturer and supplier so that the Chinese automotive infrastructure and GM became one and the same.

In the late 1990s, Hong Kong was re-annexed to China. Taiwan followed in the early 21st century. Those industrial powerhouses were integrated into the former Communist systems of China. By 2005, China, Inc. was created, modeled loosely after Japan's Toyota/MITI system. By 2015, China had become a global economic powerhouse. Its transportation arm was the company called CIMMCO, the China Integrated Motors and Manufacturing Company. Unfortunately, it soon became a haven for the Chinese organized crime syndicate, the Triads.

The Triads wove their way into CIMMCO when the organized crime family in Guangdong province requested a percentage of the organization in exchange for the protection of its employees throughout the province. CIMMCO obliged. They had very little choice. Seeing an opportunity to hike the stock price on the world's stock exchange, the family decided to destroy GM. If CIMMCO's leadership would have uncovered the family's plan, it would have taken steps to prevent it. But the stealth capabilities of the Triads were so superb that the Triads proceeded undetected.

Using the best information warfare techniques, they were capable of delivering viruses into the heart of every major computer system that ran General Motors. One knocked out the global CAD/CAM network when five suppliers making parts of the interior for GM unwittingly introduced the viruses into the system. The Triads planted parts of the virus in each supplier's system. When GM linked each

program, the parts came together and the system crashed leaving the suppliers untouched.

A second virus took out the database system that linked accounts payable and the supply community.

For all practical purposes, General Motors was dead. So were several other companies.

Prior to the information war, GM had linked its computer system with five other automakers to keep several global joint ventures running smoothly. When GM's systems went down, so did those at Volkswagen, Nissan, Mitsubishi, Saab and Volvo.

Desperate to save the elements that General Motors represented in the U.S. industrial base, the government stepped in. A small Pentagon brain trust saw the potential for PTVs, and encouraged IBM to buy GM's remaining assets and sink money into that technology. IBM decided to create a global empire by also buying what was left of GM's other partners for rock bottom prices. It was just five years ago, in 2020.

Today, most of the Earth now uses solar energy that is micro-waved to Earth via satellite, and then beamed to power everything on Earth. Geo-politics have changed tremendously, especially in what was once the oil producing nations of the world. On the Earth, PTVs move, like hovercraft, but in an electro-magnetic gravitational field, over relatively flat spaces. Most road surfaces are

green by law since the ozone hole has to remain closed. The bulk of the land mass on Earth is planted with natural forests and specially genetically engineered plants to ensure clean air.

In 2005, the “Big Ten” universities, partnered with the Microsoft Satellite Network to offer a university degree anywhere on the planet’s surface through “distance learning” in English, Chinese and Spanish. By 2012, English, Chinese and Spanish have emerged as the world’s major languages. Because so much knowledge is changing continuously, life-long learning is a major activity of most working adults. It has been wildly successful. University degrees have become a major export of the United States. This year, it has accelerated global GDP growth. It also is increasing the level of global consciousness. The Institute began offering courses through the satellite in 2008, in twenty-six languages. Many other institutions were able to work off the global network as well.

The Institute was also a leader in experimenting with holographic diplomacy using the network. This permits a negotiator to “sit at the table” in holographic form and conduct the work. It is so life like that many people say they forget they are “talking” to a hologram!

Obtaining the Institute’s “Peacemaker Award” is now more prestigious than winning the Nobel Peace Prize. The Institute’s Hall of Peacemakers now displays the process used to achieve the peaceful resolution of conflict by those honored individuals who have made major contributions to

the deterrence, management and reduction of conflicts around the world; or who have contributed to the field through their research or studies. It has become one of the most popular exhibits at the Institute's Museum.

Today, the formal education of children begins at birth, and continues until about the age of 25. Then, the life-long learning process kicks in.

In the last 20 years, two billion people in both developed and developing nations have received their education from the "Big Ten" or courses from the Institute, through the network. In the process, they have adopted the values of freedom, democracy, commerce, prosperity and peace and that has had ramifications all around the world.

As the general population of the planet has become better educated, the world population is gradually declining. In addition, people are so involved in creating value, increasing living standards and working on the real challenges, like eliminating illiteracy and global warming, that traditional war-like conflicts are also steadily declining.

In addition, another unforeseen instrument of change has had an unlikely but, powerful effect on the world; the United Auto Workers union, the UAW. Using something called the Quality Network process, General Motors historic quality process with the United Auto Workers, where union and management worked together to solve problems, the union took the process around the world after

the demise of GM. The Quality Network became *the* process that enabled the global auto companies, now global PTV companies, to manage their new global businesses. The process was perfect to merge cultures around the world, solving problems along the way.

Although it surprised many people, the Quality Network Process survived over the years because it was timeless. It had been developed jointly by General Motors management and the UAW, based on a set of beliefs and values that stood the test of time. The beliefs and values had been the result of an extensive study in which the question was posed, “How should people be treated in the company?” It was a wrinkle of the “Golden Rule,” and those fundamentals culminated in a vision of “Customer satisfaction through people, teamwork and continuous improvement.” Its ideals became universally accepted.

In the year 2000, the leadership of the UAW thought the role that they were playing was diminishing along with their membership numbers. As corporations globalized, the UAW realized it needed to seek new members in the emerging nations of the world. The emphasis on North America changed to a global view. In the process, they targeted all global automotive companies and their tier suppliers. The original union values to improve the human rights of workers and remove oppressive conditions were the cornerstone of the UAW’s global strategy.

Countries from Kazakhstan to Saipan have become the domain of the UAW. And in 2015, Matthew Tanaka,

International President of the UAW, and his partner at the United States Institute of Peace, Andrew Lord, were awarded the Nobel Peace Prize for their efforts in ending the war between the workers in Turkmenistan and their Russian corporate leaders. The workers in this Central Asian nation had armed themselves against their Russian employers who were treating them as slaves. Dr. Tanaka and Dr. Lord were able to eliminate the oppression and end all the violence toward the workers using the experimental holographic diplomacy as a tool. Later, they both received the Institute's "Peacemaker Award."

The UAW realized that their new membership around the world needed the knowledge necessary to help the global PTV industry, and their major value-add was providing those knowledge based manufacturing workers. Education and training to this day remain the single greatest activity within the union.

Today, workers around the world are represented. Working and living conditions have soared. So has the quality of life around the world. In addition, governments around the world have taken America's lead in protecting workers' health and safety.

The globalization of work forces has changed the way businesses work around the world from Coca Cola to McDonalds. The Institute has spent a great deal of resources helping global corporations of the United States, learn to work across the cultures of the world, especially in conflict-ridden nations, where U.S. investment has helped

to increase economic and political stability.

Religious fanaticism, a source of much conflict, is also being reduced through enormous increases in the educational levels of much of the developing world, and the education of women. This has been especially frustrating to those who used illiteracy to repress people. It has also become increasingly difficult to use religious dogma for political ends with a population that now knows the difference. The ability of the Institute to offer its courses via satellite on conflict management and resolution has also been very useful to the world's diplomatic and peace-keeping professionals.

In 2022, a graduate student team, from the “Big Ten” in India, attacked the problem of world famine, a major source of conflict. Using the systems theories of American statistician, Dr. W. Edwards Deming, with some assistance from the Institute, they found unique solutions and averted the world famine crisis. Their ability to distribute wheat, corn and rice around the world improved 5000 percent because they optimized a non-linear, dynamic system solution in a new kind of computer using complexity theory. Making this work meant thinking of food distribution, population control, education, political maneuvering and improved genetic engineering principles as a single complex adaptive system.

PTV technology was not the best technology to move food around the globe over water. The Flarecraft Corporation's “ground-effect” technology was found to work best,

although it had mainly been used to transport people. This technology transformed the seas and rivers of the world into convenient, comfortable roadways, creating new highways and an entirely new way to quickly and efficiently distribute food around the world to where it was needed.

Sponsored by the Institute, in conjunction with several federal laboratories, genetic engineering and gene therapy are also being explored for their benefits to mankind by many different global teams composed of representatives of major stakeholders. These teams come together to create global policy recommendations. Genetic engineering of peoples' personality characteristics has been prohibited by global law. However, it is permitted for the elimination of most diseases, to improve health and to eliminate the gene that has been found to produce much of the world's violence. The Institute has been asked by Congress to explore the debate centering on the *philosophical and ethical* questions surrounding the potential affects of eliminating the violence gene from the gene pool. This question remains a challenge for the Institute and its work.

Conclusion:

The United States Institute of Peace has continuously grown in its support of U.S. foreign policy since its inception. Today, in 2025, the Institute is one hundred times the size it was when its home was built on the mall in Washington, D.C. Now operating satellite sites in twenty-five nations of the world, from Geneva to Beijing, its

effects on the world to deter war, manage and reduce conflict, and actively promote peace, on behalf of the United States, have been incalculable. Although the problems of terrorism, organized crime and rogue nations persist to this day, the United States Institute of Peace has managed, with its federal agency and NGO partners, to be true to its original five missions, and to augment their scope, when necessary, on behalf of the country and the world.