



THE HUMAN EFFECTIVENESS INSTITUTE

Researching and providing innovative tools to focus the mind and enable higher human performance

November 25, 2020

President-Elect Joseph Biden

Dear Mr. President:

Congratulations to you, and to America, and to the world, for getting you as our President of the USA.

Like everyone who voted for you—and hopefully soon, like every other US citizen—I would love to help you in any way I can. I work as a media innovator, and a facilitator of high-performance teams (including Delta Force in the 1980s and the US Navy 2008). Here are my initial suggestions.

Inspiring and innovative concepts are needed to re-channel the present American narrative, and to rally *all* people around new ideas which uplift their spirits and summon their courage. New elements, Reasons To Believe that we can actually solve what appear to be too many impossible challenges at once.

I offer two such proposed Noble Concepts:

1. Individualized Education. Individual-Centric. Help each American to find out the thing they do best, and fill their lives with a sense of purpose by focusing their work/study education on that, from the earliest of grades. To be achieved in the private sector by means of government subsidies based on objectively measured results. Corporations and other businesses can look upon this as part of their recruitment program. Those companies that get involved will also benefit from improved perceptions among the people who could buy their products.
2. Interactive Democracy. Using the media to crowdsource innovative ideas focused on solutions to our biggest threats. In this, I would hope you would play a vital role, being on television available to all devices once a week (from wherever you happen to be). Susan Zirinsky, head of CBS News, is a colleague of mine, and I have also written to her about this idea.

The proposal attached includes letters I've received from President Ford and other US government officials. Some of this material I received recently from the Carter Presidential Library, where the file of my writings is to be found in the Zbigniew Brzezinski section.

I hope that this letter and proposal reaches you, or gets the attention of one of your advisors who can explore these two ideas further for their possible merit.

Always at your disposal,

A handwritten signature in blue ink that reads "Bill". The script is cursive and fluid, with the 'B' being particularly large and the 'ill' following in a connected, slanted fashion.

Bill Harvey

Executive Director

The Human Effectiveness Institute



**WE, THE PEOPLE,
LIVE TO ALL DEVICES:
SOLUTIONS TOGETHER**

This is a concept proposal for a new type of television program and a new type of social media.

We call it Reality News.

The idea is to bring world leaders, innovators, experts, and viewers together, via a unique new app using the latest technology. So that we can all work together on solving the world's problems. Starting with:

1. Pandemic
2. American Schism
3. World Debt
4. Environment (and future pandemics if deforestation continues)
5. International Envy
6. Jobs: Half of us might not find work (robotics)
7. Education

8. And continuing on from there as well as circling back over the other topics to go deeper until working solutions out in the world make the topic unnecessary – if that ever happens.

Format: one hour weekly early prime time live network television. Episode then available via streaming and its own social media platform, including the ability to interact, vote, and append one's own thoughts.

Markets: Nationally in USA to start. In next phase, the format, video library access, technology licensed to all countries and also to local US markets for their creation of their own versions.

Tone: Constructive and civil. Anyone lapsing into partisanship, finger pointing, blame, innuendo, hate, etc. is immediately cut off the air. Posts of such nature also quickly removed.

Hosts: Ideally a man and a woman, preferably highly credible and nonpartisan television journalists.

Appearance: The set is constructed mostly of large video screens so that at minimum the appearance is like a Zoom (etc.) meeting. With augmented reality technology coming onstream, over time the illusion of all being in the same place will be gradually improved. See pages 19-22 for mental glimpses of what this could look like.

Timing: Advisable to launch during the pandemic as soon as possible. The intent is to lift the spirits and hope of the people with concrete positive action. The need will hopefully never be as great as it is right now. Start with existing tech and improve the tech over time. It's not about tech, it's about people. Making them safe and happy.

Construction of each episode:

1. Search for people who have ideas for solutions. Some may be recognized experts, lawmakers, teachers, world figures, celebrities, and some may be unknowns, children, immigrants, truck drivers, construction workers, clerks, shopkeepers, hairdressers. Select for the quality of the ideas and the ability to be a spokesperson for the idea. Where a person has a solution idea worth considering but is inarticulate, team them with a person who can articulate better.
2. Rehearse to make sure that air time will be filled with well-paced meaningful conversation. Challenge the solutions intelligently during rehearsals to create dynamism then carried into the live show. Invite more of the people involved in the rehearsals than can all be included in the episode who can offer chat on the bottom of the screen that is

curated in real time by one of the directors. Be prepared to be able to bring onscreen someone whose chat remark brings new light to the discussion.

3. A balance of recognizable figures, experts, and we, the people in each episode.
4. Voting through the app tallied in real time several times during the program.
5. Low commercial load of island position (one ad per pod) Purpose (ads which talk about a brand's social purpose), Cause (ads which help a specific charity), Branded Integration (the brand participates in some way within the body of the program itself) sponsor content at approximately quarter hour intervals, no longer than 60 seconds. One or more sponsors depending upon how the advertisers decide to support this altruistic cause.

Social Media Platform:

- Video episodes
- Comments and after-votes on each episode's solution ideas
- More general comments organized into which problem is being tackled
- Users can upload media content as well as words
- All content actively curated and filtered to remove non-constructive, ad hominem, or other inappropriate content – not just by robots but also by sensitive human beings
- News stories related to discussions and ideas brought up on the series, as the ideas are tested in reality and as they morph here and around the world

Spinoffs:

The name of this series is SOLUTIONS TOGETHER. It's part of a meta-series called WE, THE PEOPLE, LIVE TO ALL DEVICES.

The first spinoff envisioned is called WE, THE PEOPLE, LIVE TO ALL DEVICES, FINDING YOUR UNIQUE GIFT. It's about individualized education, a combination of school system evolution plus corporately supported work/study programs starting in grade school. The aim is to find what each individual's true inner purpose is, by helping them discover the work at which they would be happiest and most effective in life, and helping them into such work through cooperating corporate sponsors.

Who We Are: The Human Effectiveness Institute (THEI) is a 501 (c) 3 nonprofit foundation founded in 1976. Its main book MIND MAGIC has been used at 37 universities/colleges including West Point, Carlisle War College,

NYU, and UCLA. Its books are part of the Carter Presidential Library. Its books, and ideas about participatory democracy through the media, and about individualized education, have received praise from two US presidents and numerous other public figures.

Previous Developments:

In 1975, as a young man, Bill Harvey and his colleagues, who were to become The Human Effectiveness Institute, delivered a report called PLANS FOR AMERICA to the President's Domestic Council. The report begins...

Plans For America, 1975

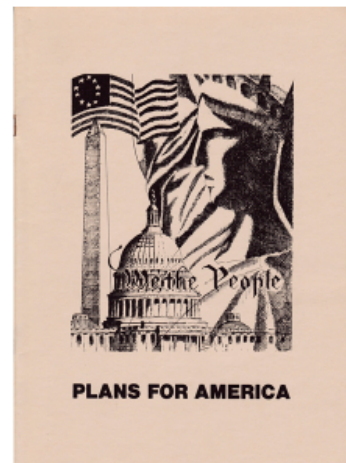
This Future Plan states our national purpose as follows:

TO BRING OUT THE BEST IN OURSELVES.

This is the way to state our national purpose if the object is to inspire and unite the people behind a common goal they can see themselves participating in and enjoying.

This is the new promise we propose AMERICA make to each of her people:

**I, AMERICA, WILL HELP YOU DISCOVER WHAT
YOUR UNIQUE HIGHEST POSSIBILITIES ARE,
AND I WILL HELP YOU ACHIEVE THEM.**



The report went on to outline how this could be achieved working with the private sector via work/study programs from the earliest grades. It presented an economic strategy involving an overall longterm saving in transfer payments (welfare, etc.) with some of the savings ploughed back into the development of the most important of America's resources: her people.

Long Term Shift to Resource Development

	% US BUDGET in 1975
DEFENSE	33.8
HEALTH & WELFARE	33.5
RESOURCE DEV: COMMERCE & TRANSPORTATION	4.8
RESOURCE DEV: EDUCATION & MANPOWER TRAINING	3.9
RESOURCE DEV: AGRICULTURAL RESOURCES	2.5
RESOURCE DEV: COMMUNITY DEVELOPMENT & HOUSING	2.0
RESOURCE DEV: NATURAL RESOURCES (INCL. ENERGY)	1.9
GENERAL GOVERNMENT	2.2
INTERNATIONAL AFFAIRS & FINANCE	1.8
SPACE RESEARCH & TECHNOLOGY	1.4
VETERAN'S BENEFITS & SERVICES	4.6
MISCELLANEOUS	7.6
TOTAL	100.0



This reflects the saying "You give a man a fish, you feed him for a day. You teach him to fish, you feed him for a lifetime."

The report went on to describe how the new media technologies would soon enable **Participatory Democracy**, in which daily voting on solution ideas through the media would become a natural part of daily life.

Members of President Ford's Domestic Council wrote back in support of these notions. None of the letters raised any arguments against the ideas.

In addition to the president and the first lady, positive letters came from:

Vice President Nelson Rockefeller

James M. Cannon, Assistant to the President for Domestic Affairs.

Donald Rumsfeld, Assistant to the President.

Secretary of Defense James R. Schlesinger

Senators Birch Baye, Charles H. Percy, Ted Kennedy, Walter F. Mondale

Speaker of the House Carl Albert

Alabama Governor George C. Wallace

Others sending back letters, resulting from pass-along copies of PLANS FOR AMERICA within Washington and elsewhere, included:

"Imaginative and thought-provoking... intriguing."

- U.S. Treasury Department

"Contains a number of useful ideas."

- Hubert Humphrey

"I'm shocked; and startled; and surprised; deeply impressed; and I believe it's true; every word I believe; it's realistic truth."

- The Honorable Joseph Smallwood,
Premier of Newfoundland

"Simply brilliant!"

- Eric Utne,
former publisher of *New Age Journal*

"Read it with great interest."

- Melvin Laird

"Welcome and helpful."

- U.S. Department of Health,
Education & Welfare

The Speaker's Rooms
U. S. House of Representatives
Washington, D. C. 20515

July 10, 1975

Mr. Bill Harvey, President
Ourobours International, Inc.
Moonhaw Road
West Shokan, New York 12494

Dear Mr. Harvey:

Thank you for your very interesting and informative letter of June 13th. Your innovative concepts in improving the quality of American life are certainly worthy of careful consideration. I believe, as you do, that America's greatest resource is Her people and their creativity.

I appreciate your sharing these ideas with me, and I can assure you that I will keep them in mind.

Sincerely,

A handwritten signature in cursive script that reads "Carl Albert".

The Speaker

THE WHITE HOUSE

WASHINGTON

June 27, 1975

Dear Mr. Harvey,

Mrs. Ford has asked me to thank you for sending a copy of your report, "A Plan For America". The First Lady greatly appreciates how citizens share their ideas and programs. Your national purpose "To Bring Out The Best In Ourselves", is certainly commendable. This type of grassroots interest and participation is what has always been the backbone of America's strength. We are grateful for the confidence in American's leadership your report and letter reflects.

The Fords join in sending their warm regards.

Sincerely,



Marba S. Perrott
Director of Correspondence
for Mrs. Ford

Mr. Bill Harvey
Ourebournus International, Inc.
New York, New York 12494

THE WHITE HOUSE

WASHINGTON

June 20, 1975

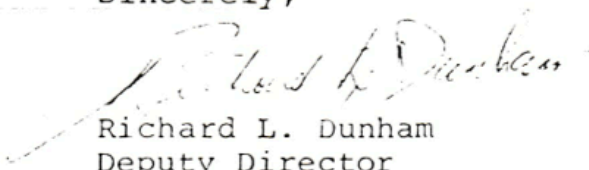
Dear Mr. Harvey:

The Vice President has asked me to thank you for your letter of June 13 and for the enclosed report you have prepared entitled "A Plan for America."

Your ideas are interesting and we appreciate your taking the time to put them in this form and to send them to the Vice President for his information.

With all good wishes,

Sincerely,



Richard L. Dunham
Deputy Director
Domestic Council

Mr. Bill Harvey
President
Ourobours International, Inc.
Moonhaw Road
West Shokan, New York 12494

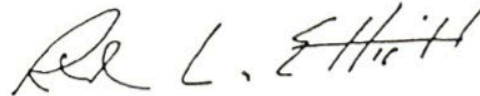
Dear Mr. Harvey:

On behalf of the President I want to thank you for bringing to his attention the Plan for America developed by Ourobourus International.

President Ford has particularly spoken in recent weeks of our need to look forward, to write a new agenda for America's third century. As your report suggests, we must regain a sense of national purpose and an optimistic self-confidence so that, with pride in our past and faith in the future, we can once again work together to ensure that America remain always a land of freedom and of new horizons and new hopes for all men.

President Ford deeply appreciates your own very thoughtful concern and dedication to our Nation.

Sincerely,

A handwritten signature in dark ink, appearing to read "Roland L. Elliott". The signature is fluid and cursive, with the first name "Roland" being more prominent and the last name "Elliott" following in a similar style.

Roland L. Elliott
Director of Correspondence

Mr. Bill Harvey
President
Ourobourus International, Inc.
Moonhaw Road
West Shokan, New York 12494

After receiving these supportive comments THEI made constant efforts over the years along similar lines, and continued to be given encouragement but was unable to achieve the level of real change that is needed.

A 1979 draft of Bill Harvey's 1980 book OUR FUTURE was recently found by a doctoral student under THEI mentorship in the Zbigniew Brzezinski section of the Carter Presidential Library. The book described two scenarios of what would happen to America in the ensuing decades, an upside and a downside, describes much of where we are now in the downside. Within the 1980s-1990s media business, meanwhile, Harvey's newsletters were driving and guiding the development of interactive media, for which he has received recognition. Here's a relevant excerpt from OUR FUTURE which mis-identifies the crucial tech enabler of participatory democracy as a standalone one-purpose new device, whereas in reality that object is now the smartphone. From the perspective of 1979-80, the Internet is misnamed "Studywall".

OUR FUTURE

While We Still Have A Choice

By

BILL HARVEY

Enlightened Democracy

The family is sitting around the room, looking at the TV Wall. Almost every member except the cat is holding a small object with a dial (and the words "Tell-Back") on it.²⁵

The network evening news is coming on. Father, sitting at the main TV control console on the coffee table, asks "Should we see what stories the other guys are covering tonight?" and there is a murmur of approval. Dad hits a pre-programmed button and the eight-by-thirteen-foot TV Wall divides up into nine smaller screens, each showing a different channel, most of them running news programs.²⁶

The news programs are doing quick cuts of the news stories they will comment on this evening. People call out the items they want to see and Dad hits the buttons that tell the computer which channels to tape. Then he puts the news show most of them want to see on the whole screen again.

The first story is about an incident involving teenage alcoholism. During most of it, questions crawl along the bottom of the screen, and are responded to by a couple of the family members on their Tell-Back units. *"How important is this problem to you?... How accurate a description of the problem would you say the boy's mother just gave? Are you sure you're not jumping to conclusions?... How accurate a description of the problem would you say the boy's father just gave? Why - "*

The family members turn their dials anywhere from "extreme negative" to "extreme positive" to indicate their responses. Then they press the button that sends their response in to the TV station.

The program continues, covering about a dozen other national and international items. The station collects audience feedback during each story, sometimes focusing on measuring strength of emotional reactions, sometimes on determining viewer perceptions and



beliefs, sometimes getting reactions to proposals by public figures and others— including reactions to suggestions sent in by viewers commenting on earlier news items aired in previous weeks.

At the end of the show a research reporter comes on and presents the results of this evening's questions. The network news department's animation computer automatically flashes barcharts and numerous other graphic displays to visually communicate these results. Portions of stock color slides are retrieved by the computer and used to fill in certain barcharts with images of "parents", "supermarkets", and many other continuing subjects.

The TV Wall is turned off and a few minutes later the family sits down to dinner. Their conversation ranges over many topics, about which they are fairly well-informed. They seem to appreciate all sides of most issues, possibly as a result of how much they know about each issue.

A couple of family members report on some personal research they have done. One of the daughters has looked up information on ocean ecology by retrieving microfilm, film, videotape and audiotape records from the Library of Congress, through the special TV StudyWall in her room.

After dinner some of the family turn on the main TV Wall again for the evening's pre-voting. They turn to the government network channel and watch a briefing on all sides of the issue to be pre-voted on this evening. The issue is then debated and finally, pre-votes are called for. These are sent in on the Tell-Back units.

Moments later, the results of the pre-votes are reported on-screen, including the total number of people and households pre-voting on each question, and breakouts of results by geographic areas (e.g. regions, urban/rural, etc.) and household characteristics (e.g. occupations and educations of male head/female head, registered parties, ethnic groups of ancestors, etc.).

The experts and citizens who had conducted the briefing and/or participated in the debate, now begin a roundtable discussion of these first pre-vote results of the evening. Meanwhile, all over America, viewers are typing out messages on their main keyboard consoles. Millions of messages are received within five minutes. These messages are sent in in pre-coded form, so that the computer can tally them.

Father has sent in ND \$/YEAR OPTION A, meaning "I need the cost broken down by years for your option A proposal (in order to pre-vote more intelligently on this issue)."

The results of these volunteered messages are being flashed on a screen above the heads of the roundtable discussants, visible to the home audience. The discussants keep looking back at this

screen every few moments, and often tie their remarks to what the public has been "saying" on this screen within the last few minutes.

Suddenly the message ND \$/YEAR OPTION A appears on this screen-within-a-screen, with the number 25,430 next to it: over twenty-five thousand people have sent in the same message Father has. "Look at that!" Mother says, and everyone else starts to talk at once, loud with nervous excitement. The other children come in from the next room, sensing something important happening. The number goes up to 32,062.

The panel onscreen begins to address the issue of how much program A is going to cost each year, noting the importance to the public of these data.

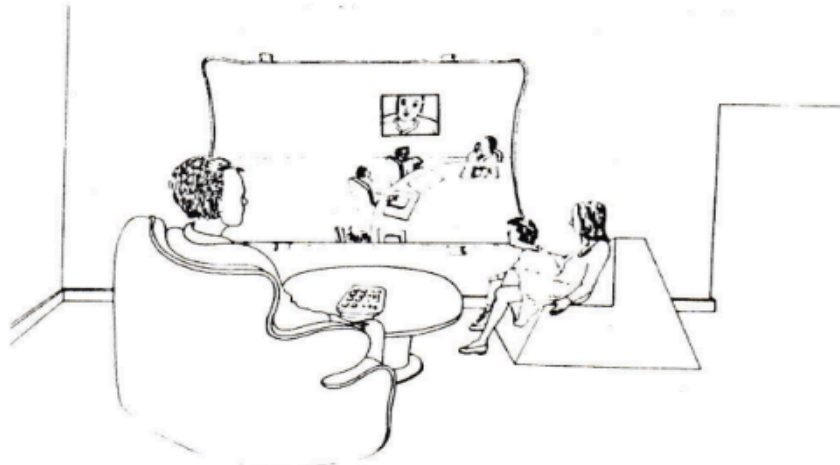
One of the discussants is the government expert who has made the annual cost estimates for program A. He gets up and presents his estimates and answers a few questions.

Father doesn't like some of the expert's assumptions. He taps out the message UNSAT ASSUMP, meaning "I am not satisfied that these are proper assumptions to be making".

There is a gasp in the room as UNSAT ASSUMP appears on the screen-within-a-screen with the number 12,119 next to it.

The expert gets slightly defensive and says he doesn't know which of his assumptions the public is questioning. The chairman of the meeting decides he must call an objecting viewer in to enlarge on the reasons for the objection. The computer identifies the first home sending the message UNSAT ASSUMP during the cost expert's remarks, and asks if that home will join the meeting for a few minutes: it is the home we have been peeking into.

On the screen, only in that home, the words "INVITATION TO JOIN MEETING" appear, superimposed on the picture. The family gasps and a cold electric current seems to run up their backs and necks. Father presses the "agree" button and the words "FIVE SECONDS" appear on the screen, then fade.



On the screen-within-a-screen, the family appears, as seen from the TV camera mounted over the TV Wall. Father says "John Brooks, New York City," and then states his objection. The TV camera zooms in on him and he enlarges to fill the screen-within-a-screen. Father and the cost expert have a brief interchange, resulting in the expert agreeing to go back and look over his budget projections based on two other assumptions, then to report on TV whether this leads to any changes in his projections.

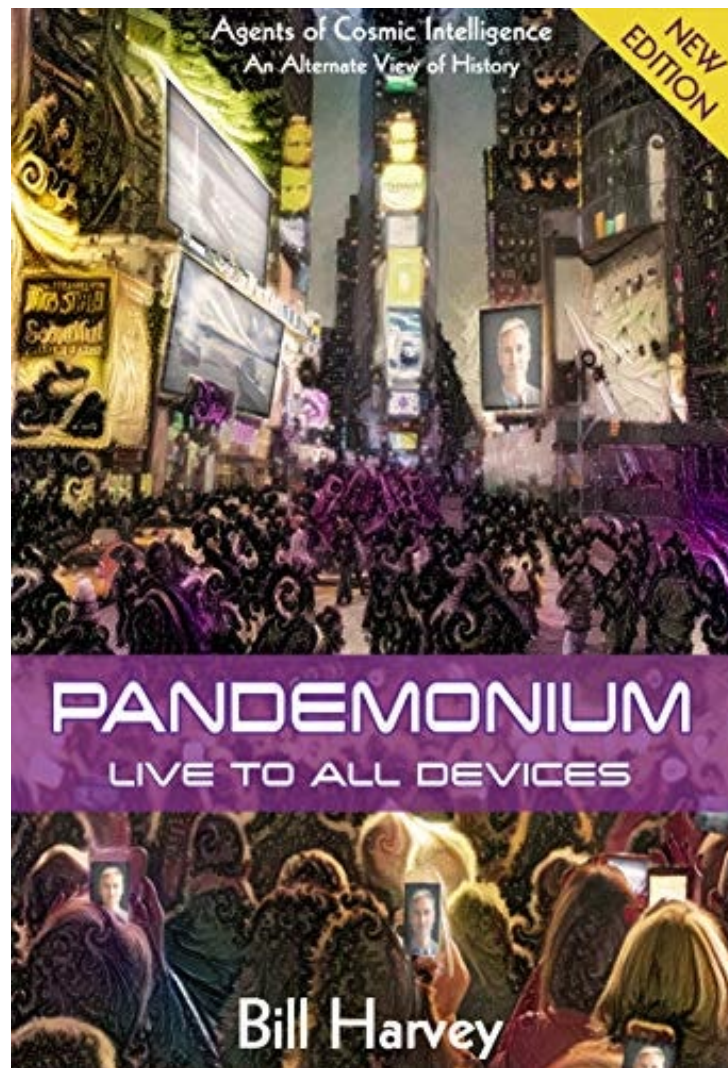
Father is excused and the screen-within-a-screen goes back to tallying messages, one of which is VWR WTNS SAID IT with the number 9,605 next to it— meaning that this many viewers indicated that they agreed with the way Father expressed the problem. Only 155 indicated VWR WTNS GOT IT WRONG. The family is elated.

Technological improvements in transportation and communication interconnected people with each other suddenly over the past hundred years or so, but in a way which permitted only intermittent contact among viewpoints. This has led to a situation in which most of our numerous misunderstandings could be straightened out if we could only stay in one room together long enough to talk it all out; but in which the basic communication system, Bureaucracy, maintains drawer-like separateness for each party, except for certain accepted forms of correspondence/dialogue among various overlapping affinity-sub-groups, and these methods never inform everyone simultaneously, never bring us into one room together.

Two-way television has the capacity to overcome the Bureaucracy system of *communication interruptus*, and to create a new ability to share viewpoints and information with the entire world.

Finally, here are some excerpts from Bill Harvey's just-released scifi novel in which a Brit journalist becomes a world leader through the agency of advanced television. In the story, the Gibson is a tiara-like headpiece which turns augmented reality into full virtual reality. Snike is the US president gone rogue, and although he has been impeached, he still controls all the missiles and every computer-like device in America from a nukeproof bunker. The Speaker of The House, Warren Baynes, has become the new president, but his powers are limited by Snike's total cybercontrol. "SCS" stands for South China Sea. The story was written in 2018-19 and posted to Amazon Kindle on March 30, 2019.

We look forward to discussing the next steps to make the most positive visions in this document into reality together.



Chapter 36 | 258pg

Day Fifteen of the SCS Situation

Sir Hugh Weston was such a respected journalist that he could do the impossible. From a studio in New York City, he and the largest TV network group had now brought together by videoconference the presidents of the U.S., China and Russia. By the magic of Augmented/Virtual Reality technology it almost looked as if they were all four seated in comfortable chairs side by side in a U formation so that they could converse, with cameras coming in over every shoulder for a dynamic resulting effect on the billions of screens tuning in live. Mr. Snike had not been invited.

"As Einstein said," Hugh began, "peace cannot be brought about by force, it can only be brought about by communication. That's why we are here today, for an hour of communication in search of world peace. Uninterrupted by commercials, brought to you by Mann Industries, makers of the Gibson." None of the four of them was wearing a Gibson. It would have looked silly.

"Let's start with brief, one minute or less, opening remarks as preagreed," Hugh said, and looked at Baynes. "Let's start with you, Mr. President Baynes."

Baynes delivered his well-rehearsed lines with authenticity. "We would like the peace to be restored everywhere on Earth. That's why we're here. The freedom of the seas has been universally acclaimed forever and we must uphold that. If we can all agree on that, there's nothing to fight about, just hard feelings to be comforted,"

The way they were seated indicated the natural sequence so the Russian president spoke next. "We have many reasons we want to keep our good friends together. The waterways must retain the same essential commercial character they have always had. Claiming of land is too old to change. The unclaimability of the sea beyond the UN 1982 twelve nautical mile limit is too old to change—before that it went way back in time and was a three-mile limit, because that was the range of a cannon back in the day . . ." Hugh motioned that he was at his time limit and so the Russian president stopped there.

"China has a racial destiny to bring together all of the Asiatic peoples. We have no desire to use force. We are powerful and can help all of the peoples of the globe who

derive from Asian ancestry. The Western Powers took advantage of us while they could. We need to take back what is ours,” said the Chinese president.

Hugh asked his next question. “Please, again in a minute or less, describe for me the scenario that you would like to see happen in the South China Sea. Let’s go in reverse order this time.”

“Warships of other nations leave our South China Sea—they are acting antagonistically there and we cannot be held responsible for the outcome. Once they leave and the world feels safe, we continue to discuss these issues,” the Chinese president said, sounding like a reasonable person.

“If that means a moratorium on the boarding of non-Chinese ships, we’re all for that,” the Russian president said, and watched the Chinese president shake his head in the firm negative. “If this original provocation that caused the present crisis stands, the whole situation stands.” He too seemed reasonable, making the Chinese now seem to be the unreasonable ones. The Chinese president looked irritated then returned to feigned impassivity.

“Friends, trading partners, co-equals as leaders of the entire world, our true interests are automatically the same. We must not let our minds be obsessed with some temporary tactical objective or another,” Baynes said, going over the heads of most viewers, who thought he was talking meaningless jargon.

Chapter 38 | 269pg

Snike’s people performed a premarketing recon to see how various constituencies would react to the coalition idea. An Apple executive did not like the initials PC and suggested Multinational Allied Coalition, but the name had already been printed on the collaterals, so it stayed the Peace Coalition. The UK, France and the rest of the EU, Israel, Canada, India, the Republic of China (Taiwan), Australia, New Zealand, and other countries wanted in.

By the time Snike cut into Hugh’s TV show out of New York City on the top U.S. TV broadcast network—and simultaneously on BBC, BBC America, and BBC Worldwide—representatives of many nations all appeared to be on one stage, by Augmented/Virtual Reality, including the Russian president, who spoke first after Snike’s screen takeover. He introduced himself and “President” Snike, and then each of the other world leaders “present.” Hugh was flabbergasted but helpless to get them off his show so he remained seated and attentive but did not cut in.

“People of the world, we have formed a Peace Coalition between America and Russia and many other nations whose leaders you see standing with us here today,” the Russian president said, as the cameras panned over the national leaders stitched into the picture, each from his or her own location but appearing as if on one stage.

“Our purpose,” Snike continued, “is to have a measured ethical response to any country that persistently will not recognize that it is trespassing on the rights of other countries. We are not forming just for the situation in the South China Sea but for all situations that could threaten world peace in the future.”

“What we mean by a measured ethical response,” said the Prime Minister of Israel, “is an eye for an eye, a tooth for a tooth. We will not overrespond, that would be unethical and cause escalation. Our purpose is to thwart escalation.”

Each of the world leaders “present” spoke a few words. Other nations were invited to join. There was a question-and-answer period during which people could text into the show and Snike’s AI system would identify the most popular questions and aggregate them accordingly.

Chapter 38 | 272pg

Day Nineteen of The SCS Situation

The telecast of the first Peace Coalition, which welcomed Baynes and Hugh aboard, was a spectacular milestone in the history of augmented reality. Snike, being outvoted with no one taking his side, had not been able to stop them from letting Baynes and Hugh in without tearing apart the very coalition that he was trying to take all the credit for. Although thousands of miles apart, the world leaders appeared to be swarming Baynes and Hugh to shake their hands personally. Most of the world audience assumed that the world leaders had actually physically gathered in one place for this show. The conversations during the program centered around Baynes’s plans for America, and Hugh’s radical ideas about the requisite steps to world unification.

Chapter 39 | 281pg

The Chinese president was still miffed at not being allowed to join the Peace Coalition without giving up their mostly failed plan in the SCS. He sought a way out without loss of face, but didn't want the world to see him acknowledging that he was already humiliated. It was a slippery slope.

Agreeing to appear on the PC channel with Hugh was something easy for him to do without looking bad. All he had to do was to show backbone in sticking to his values and beliefs. And be able to articulate it so the world could understand—that was the trickier part. Hugh was a clear and articulate thinker, which seemed to help the Chinese president think at his best.

"So, you're saying the West owes China for the past, and that has to be part of the deal," Hugh interpreted experimentally.

"You could say that, Hugh," the Chinese president agreed. "We would like to see the Asiatic races respected and given our fair due. All the people of color including we Asians are still made to feel inferior, and that must stop."

Chapter 43 | 303pg

"I guess we need the American public to weigh in on this," Baynes said slowly, thinking fast, and not wanting to alert Snike, "Hugh please put up a text number for people to tell us if they want our assets to go in at Mount Rogers, and a different number if they don't want us to risk it." Hugh saw that his techies had the numbers up on the screen before he could say a word. A moment of unusual TV silence sunk in. Hugh read the prompter.

"Two-thirds want the men and women to go in," Hugh said.

"We see how votes change during the course of a typical election day," Baynes stated cautiously, still stalling. "We'll have to wait and see how the vote stabilizes over the next 24 hours." He immediately regretted having mentioned 24 hours. *Should have been more open-ended*, he thought. He realized they had to catch Snike by surprise and could not attack his bunker at exactly the time Snike would expect it.