Perfect Public Offering:

A Process To Transfer Ownership Of Businesses To The General Public.

Ronald Williams ronald.williams@temple.edu

Abstract. The nonprofit university system can be used as a vehicle to acquire complete ownership and direction of utility companies and other important infrastructure in society, to be used as extensions of its academic departments and auxiliary organizations to serve the needs of the university and surrounding communities, while; Guaranteeing liquidity and reasonable returns to prior investors of those companies. Results of the process enables the university and its companies to financially and operationally self-sustain, so that they can provide goods, services, and opportunities to surrounding communities for free. Externalities of the process induce logic and peer-pressures that encourage assimilation and networking of the public education system and companies. When ready, the public education system can replace its country's government to correct social, economic and government inefficiencies: And later networked with public education systems in other countries to create a world government. Externalities from the process correct and stabilize equity valuations, establish certainty in markets, eliminates government debt, and appropriately and timely address state-owned enterprises, climate change/ESG and socioeconomic issues.

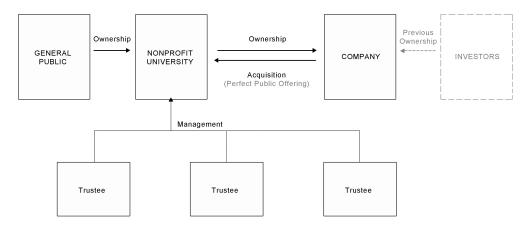
1. Introduction

The wealth and stability of governments have come to rely almost exclusively on businesses serving as trusted third parties to manage the operations of their country. While the relationship between businesses and governments has been the standard of successful economies in the past, it suffers from an inherent conflict of interest. Businesses are legally bound to serve the interests of its investors before the general public. How is a government, "for the people," suppose to best address the needs of the general public, as a whole, when its country's operations depend upon a network of organizations bound to legally serve the needs of financial institutions and a small group of individual investors before the needs of the general public? Many social and economic problems in our society can be traced back to this relationship. This conflict of interest can be resolved by restructuring businesses to have to legally serve the interests of the general public, but no market mechanism exists to pressure businesses to be owned by the general public, as a whole.

What is needed is a market process which enables the general public to take full shareholder stake of companies in a manner where total ownership, direction and interests of companies lay with the general public, rather than financial institutions or individual investors within that public. Nonprofit universities are well-positioned for the general public to use as vehicles to acquire companies and infrastructure in society. They are "owned" by the public and well-suited to merge business infrastructure into the university to optimize education and business processes and eliminate operating expenses to provide goods and services for free. In this paper, we propose a solution to the inherent conflict of interest businesses have between investors and the general public using an iterated prisoner's dilemma (game theory scenario) to promote the cooperation of groups of businesses to undergo non-dilutive secondary offerings of their total shares to a nonprofit university. The process is financially and operationally self-sustaining as long as the university begins by: Acquiring utility companies and infrastructure that contribute to the regular operating expenses of the university; Requiring those companies to regularly donate a portion of their profits to the nonprofit university to be used to acquire those companies, one at a time, and; Following a plan to eliminate expenses, and merging business and university infrastructure.

2. Perfect Public Offering **

We define a *perfect public offering* as the sale of a company's total shares to a nonprofit university. A nonprofit university is a charity controlled and its assets held in trust by a board of trustees. Unlike, a business where a board of directors and investors can legally operate the business to best generate profit for their own taking (even at the expenses of the general public), trustees of a charity are responsible in law for ensuring that the charity is well run to deliver its charitable purposes (profits) for the **public benefit** as set out in their constitution. Therefore, any business fully-owned by a nonprofit university will be controlled and its assets held in trust by the board of trustees of the nonprofit university; Trustees of the nonprofit university are responsible in law for ensuring that any business owned by the university provides the greatest possible social and economic return to society. In this paper we will argue that businesses owned, operated and integrated into the university education system can be best-positioned to appropriately and timely address the social and economic needs of society, therefore providing the greatest possible return to all people in harmony with the mission set out in the constitution of the university *and* of The United States of America.



** The problem of course is that investors of companies are not willing to sell their shares to a nonprofit university if it is not in their best interests. A common solution is to introduce a prisoner's dilemma scenario which expresses the important benefits for companies who cooperate and negative consequences for those that do not cooperate, thus placing companies in a scenario where the most logical choice is to sell their companies to a nonprofit university. The problem with this solution is that the fate of the scenario relies on companies acknowledging that they are "prisoners" in a prisoner's dilemma scenario and that their decision, or failure to decide, will significantly affect the future of their companies' operations and profits to their investors.

We need a way to encourage a nonprofit university to publicly announce its participation in acquiring companies via perfect public offerings. For our purposes, the cooperation and public announcement of a single nonprofit university, is enough to make companies realize they are the "prisoners" in a prisoner's dilemma scenario and thus cooperate to undergo their perfect public offerings.[1] To accomplish this without prior cooperation from a nonprofit university, the general public will need to: Publicly support the idea of having businesses owned, operated and integrated into the public education system of their country, via perfect public offerings, and; Acknowledge the disadvantages from not cooperating to do so. The general public will need proof and/or reasoning that perfect public offerings are important enough to publicly support with enough vigor that encourages a nonprofit university to publicly announce its cooperation in the initiative. **

3. Game Theory Optimal (Of Economy)

The solution we propose begins by acknowledging "The Economic Holy Grail" for all companies. "The Economic Holy Grail" for *all* companies is the ability to operate with zero financial costs. By eliminating its operating expenses, a company becomes **game theory optimal**,[2] in regards to financial and operational self-sustainability—able to produce and allocate its goods and services for free—thereby, making it impossible for any company to economically exploit or compete with.

A company owned, operated, and integrated into the public education system of a country (such as a university system) can eliminate its operating expenses to become *game theory optimal*. Because game-theory optimal is the *ultimate-winning* economic state for all companies, AND because being owned, operated and integrated into the public education system of a country enables companies to become game theory optimal, all purely rational and economically competitive countries will quickly have their companies owned, operated and integrated into the public education system of their country before their competitors, and so; The only possible outcome for purely reasonable countries (and their citizens) is to have their companies owned, operated and integrated into the public education system of their country. Perfect public offerings are the market process that can be used by the people of any free market society¹ to achieve such task, and; Nonprofit universities are best-positioned to carry-out this task.

4. Why Nonprofit Universities?

A nonprofit university is a microcosm of human society; It shares many fundamental similarities to that of a country, or independent state. Social and economic infrastructure that are necessary for any large society to address all fundamental needs of its citizens (e.g. housing, food, transportation, education, work, hospital, dental, legal, amenities, etc.) can be observed amongst the infrastructure of a single nonprofit university; This especially can be seen of in large state universities in remote areas. No single organization, legally bound to operate in the best interest of the general public, has the amount of infrastructural similarities to a country as a nonprofit university—this trait—along with its ability to use its own infrastructures to eliminate operating expenses of itself and the companies it acquires (see Chapter 7), and; Its ability to efficiently and effectively scale the process via the assimilation of other universities already in existence, naturally make nonprofit universities the best candidate to conduct perfect public offerings.

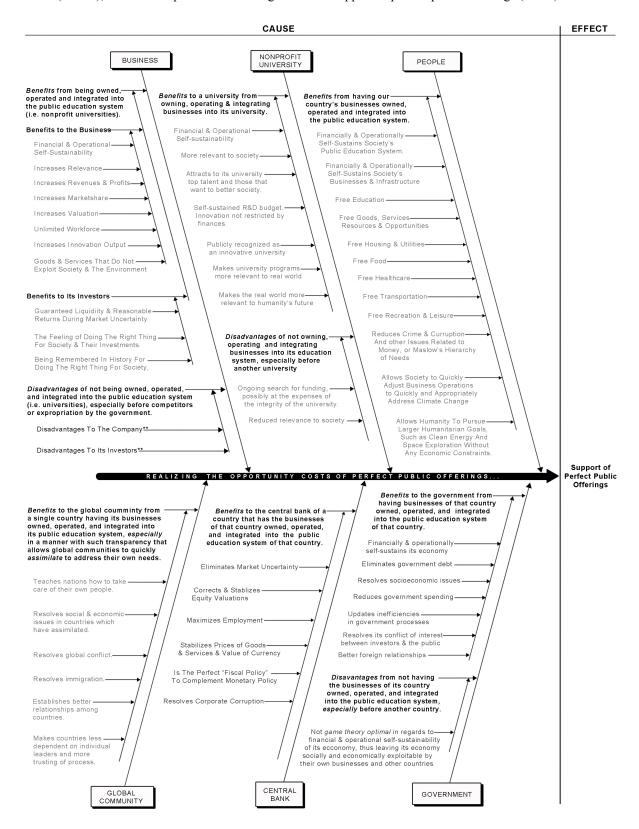
Because a nonprofit university is a sample of the smallest and most comprehensive society within a <u>single</u> organization, it's organization can be used as a social an economic <u>working-model</u> to be regularly revised to appropriately address the social and economic needs of all people within its region, then scaled to address the needs of its country. The public showcasing of the processes and benefits received to a single university and its acquired businesses will induce logic and peerpressures [1] that encourage the assimilation of the remaining companies and public education system of a country(s); Assimilation of the public education system scales the initiative nationally—thus updating all important and inefficient social and economic aspects of its country, thereby allowing its citizens to indirectly update the government and economy of their country as a result.

As the public education system acquires and integrates companies into itself, it can *align* its governing processes to that of the governing processes of its parent country, BUT utilize newer technologies to make those processes more efficient than the governing processes of its parent country; Once trusted and made permissible by The People of that country, the public education system can phaseout the governing processes of its parent country. Once other universities around the world assimilate, they all can be networked to establish a world government.[x]

¹ Note: Countries having state-owned enterprises (i.e. China) will have less resistance to integrating companies into their education system, thus may achieve game theory optimal quicker than free-market countries, unless responded to quicker.

5. Realizing The Opportunity Costs

Below is an Ishikawa (Cause & Effect) diagram showing how realizing the opportunity costs of having businesses of a country owned, operated and integrated into the public education system (causes), result in the public acknowledgement and support of perfect public offerings (effect).



6. The Iterated Prisoner's Dilemma & Its Timeline of Events

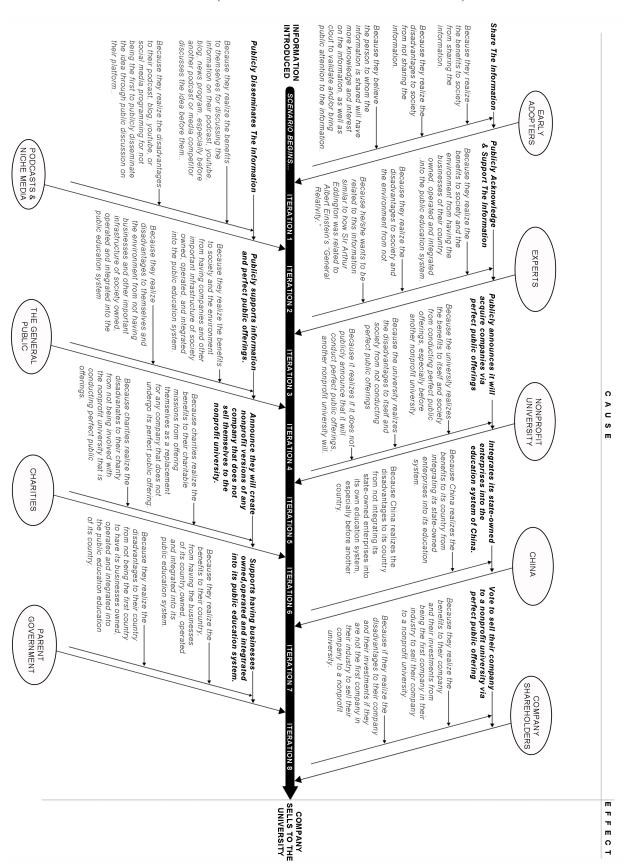
To encourage investors to sell their companies to nonprofit universities, a prisoner's dilemma must be established through the dissemination of the following ideas to the general public: (1) How companies owned, operated and integrated into the public education system of their country can enable them to produce and allocate the resources, goods, services and opportunities of their country at zero financial costs, thus making their country game theory optimal, in regards to financial and operational self-sustainability of their economy. The government and citizens of a country need to realize how being game theory optimal makes it impossible for any country to economically exploit or compete with their country. Also disseminated with the idea of game theory optimal must be: (2) The socioeconomic benefits for any country that quickly has the businesses of its country owned, operated and integrated into its public education system, especially before another country; (3) The disadvantages to any country and its people that do not have the businesses of their country owned, operated and integrated into the education system of their country, especially before another country and; (4) The market process that enables the people of any free market economy to attain game theory optimal of their economy, with little to no negative repercussions to the social and economic order of their country—perfect public offerings. [3]

The Information
That Needs To Be
Disseminated
In Order To Commence
The Iterated Prisoner's
Dilemma Scenario

- 1. The concept of "game theory optimal," in regards to a country's economy
- 2. Benefits to a country from becoming game theory optimal
- 3. Disadvantages to a country from not becoming game theory optimal
- 4. Perfect public offerings, as a means for a country to become game theory optimal

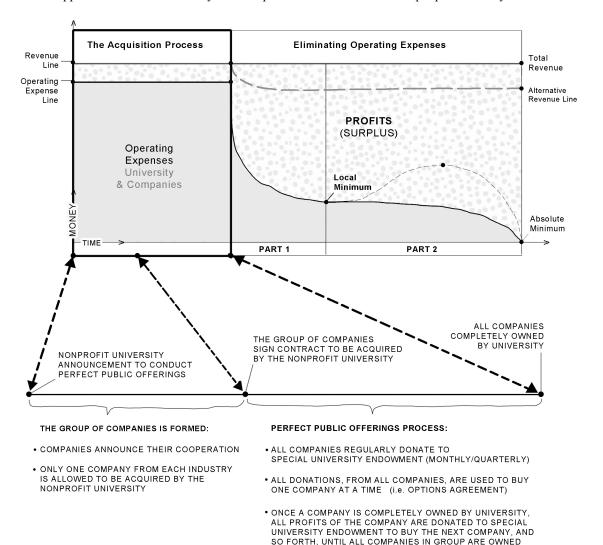
As seen in the diagram on the next page, the acknowledgement of these above ideas will establish an "iterated" prisoner's dilemma scenario that will eventually result in investors selling their companies to nonprofit universities, via perfect public offerings. It will begin through the introduction of this information to an individual(s); Being introduced to the ideas will encourage all reasonable individuals, or early adopters, to share the ideas; Dissemination of the ideas by early adopters will reach the attention of social media, news, blogs and podcasts specializing on topics surrounding social and economic topics.[4] Reasonable and competitive news, blogs, podcasts and media channels specializing on topics surrounding economics will propagate the ideas in order to remain intellectually-ahead of their peers/competitors, and at the forefront of the economic conversation; The propagation of the ideas by blogs, podcasts and media channels specializing on social and economic topics will reach the attention of individuals who are knowledgable and credible on the topics surrounding economics. Of these individuals who are knowledgable and credible—the most reasonable and courageous, will publicly support the idea (or at least bring it to the attention of the public), which will in-turn result in wide-spread public discussions that will result in the wide support from the general public. Wide support from the general public will encourage the most logical, innovative and courageous nonprofit universities to publicly announce they will conduct perfect public offerings of companies; As a result of the university's public announcement, reasonable investors of companies will realize the important benefits of cooperating and disadvantages from not cooperating—thus realizing their dilemma; Realization will result in their quick cooperation to sell their companies to the nonprofit university, especially before: (1) a competitor sells itself to the university first; (2) a charity (general public) creates a nonprofit-version of their company for the university to use as a replacement for any company that does not sell itself to the university; (3) The successful integration of China's stateowned enterprises into the education system of China, and/or (4) The expropriation of their company (or a competitor) by the government, for the university to use, in order to compete with China's rapid implementation of its state-owned enterprises into China's education system.

Timeline Of Events — (Iterated Prisoner's Dilemma Scenario)



7. The Acquisition Process

In this section we will discuss how a nonprofit university will acquire companies that agreed to undergo their perfect public offering. The following are requirements a nonprofit university must acknowledge and adhere-to when acquiring companies via perfect public offerings. These requirements enable a nonprofit university to completely own companies as quickly as possible. The quicker a university can completely own companies, the quicker it can conduct activities to eliminate operating costs of itself and those companies, so to provide all resources, goods, services and opportunities of its university and companies it owns for free to all people in society.

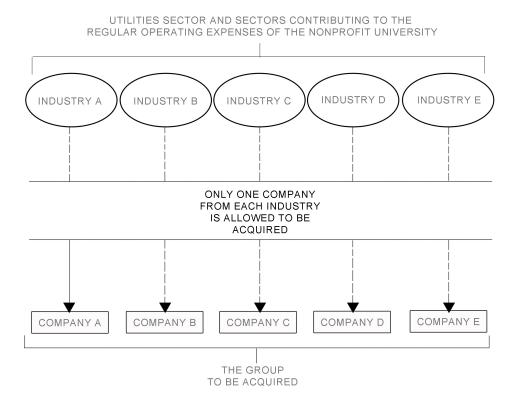


^{*}Above is a timeline highlighting (zooming into) elements within The Acquisition Process.

• PROCESS REPEATED UNTIL ALL COMPANIES ARE OWNED

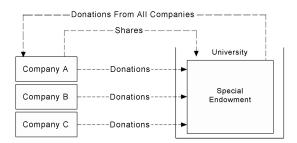
BY THE NONPROFIT UNIVERSITY

** The first requirement is that **only one company from each industry** is allowed to undergo its perfect public offering. Restricting perfect public offerings to one company from each industry enables the nonprofit university create a prisoner's dilemma scenario among competing companies (and investors) in the same industry, encouraging companies to sell themselves to the nonprofit university before their competitors.[1] Having only one company from each industry allows the nonprofit university to focus unique benefits and public support to that one company in order to increase its market share, revenues, profits and competitiveness—to become game theory optimal in regards to financial and operational self-sustainability, thus making it impossible for any competitor to exploit or compete with the company acquired by the university. Also, restricting to only one company from each industry reduces complexity and makes things easier to manage, therefore increasing feasibility of the initiative. Note: If a company from an industry does not cooperate to be acquired, a **charity-version will be created** as a replacement, or the government may *expropriate* a company and give it to the university for "public use." [5]

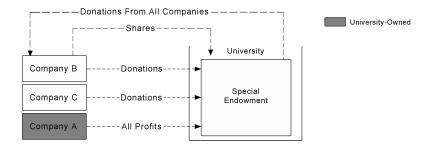


The next requirement is that a nonprofit university must **establish a group of companies** willing to become completely owned, operated and integrated into the university via their perfect public offering *before* it may begin buying shares of any company; The group of companies must be **composed primarily of utility companies** and companies which contribute to the regular operating expenses of the university—For example, university acquisition of an electric company allows it to eliminate operating expenses related to electricity, and so forth. Meanwhile, having a *group of companies* establishes a source of revenue to regularly purchase shares of companies, as each company is required to *regularly donate* to the university during its perfect public offering.

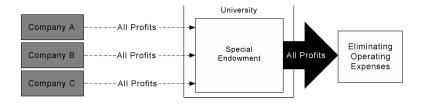
After all companies in the group publicly sign a contract to undergo a perfect public offering, each company must **regularly donate** to the nonprofit university acquiring it. The donations will come from the company's profits,[6] dividends and budgets, like CSR, ESG, Marketing, PR, Lobbying, R&D, and/or labor wages (*i.e.* top paid executives), etc. and donated to a **special endowment** of the university for the purpose of acquiring the companies undergoing their perfect public offering. Donations will be required monthly, or quarterly, from each company in the group.



All donations received will be used to acquire shares of **one company at a time**, over a period of time, until all shares of that company are owned by the university, and total ownership and direction of that company is legally with the nonprofit university. Focusing all donations to one company at a time allows the university to acquire the company in the quickest possible time-frame, so *all* profits from that company can be used to buy the next company, and so forth, until all companies in the group are completely owned and directed by the university, and all companies are regularly donating *all* of their profits to the special endowment.



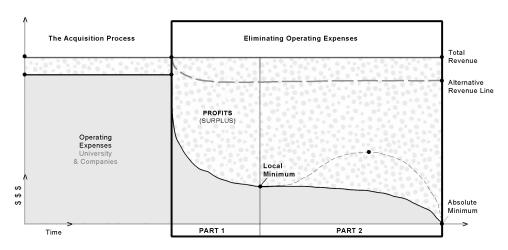
Once the nonprofit university completely owns all companies in the group, it will then use all profits from all companies to eliminate the operating expenses of itself and the companies it owns, so to produce and allocate all goods and services of its university and its companies for free. ²



² NOTE: Before any company is allowed to undergo their perfect public offering, they must sign a **options contract** agreeing to the terms of the nonprofit university. All companies will be bought at a fair and just price to provide reasonable liquidity and returns to investors of any company being acquired by a nonprofit university.

8. Eliminating Operating Costs

Once the nonprofit university owns all companies within the group, it will then use all of the profits from its companies to conduct activities which allow it to eliminate the operating expenses of itself and the companies it owns. Eliminating the operating expenses of itself and the companies it owns is important to the university achieving its ultimate goal in providing the goods and services (of itself and the companies it owns) to the general public for free. The process to eliminate operating expenses of the university and its companies will be conducted in *two* parts.



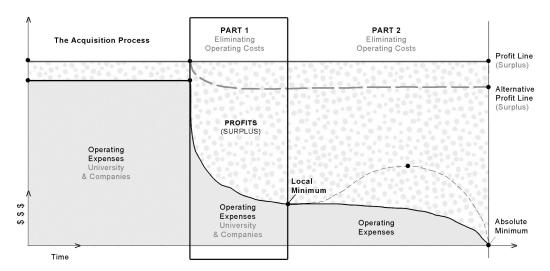
Understanding Local & Absolute Minimum (Relative To Operating Expenses)

There is a limit to the amount in which a university and its companies can minimize their operating expenses. This limit is called the **local minimum**. Upon achieving its local minus they will need to network with other universities and companies to eliminate their remaining operating expenses. The university must conduct activities in PART 1 to achieve its local minimum. After achieving its local minimum, the remaining operating expenses of the university and its companies will be eliminated by activities conducted in PART 2.3 The point at which the university and its companies eliminate all of their remaining operating expenses is called the **absolute minimum**. Once the university and its companies eliminate all of their operating costs, they have become *game theory optimal*, meaning they have reached financial and operational self-sustainability, and can produce and allocate their resources, goods, services, and opportunities for free to society.

It should be noted that all goods and services produced by the university and its companies will remain sold at "fair market value" throughout the entire process of acquiring companies; It will be reduced to below the operating costs of competitors during the stage of *Eliminating Operating Expenses*; Keeping prices of goods and services the same, while reducing the operating expenses will allow the *university-owned companies* to generate more profit (surplus) which can temporarily be used by the university to conduct activities important to eliminating operating expenses and reaching a point of financial and operational sustainability that allows the university to provide all resources, goods, services and opportunities of itself and the companies it owns for free to society. Reducing the price of goods and services below operating costs of competitors will apply economic pressures that encourage competitors to sell their companies to other universities.

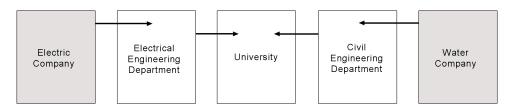
³ The Dashed Line" above Part 2 represents the increase and decrease of operating expenses that the university will result from acquiring new companies and infrastructure and eliminating their expenses.

PART 1: Achieving Local Minimum



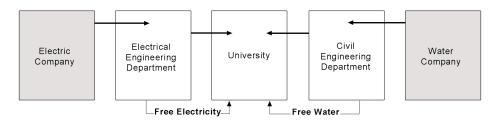
After the nonprofit university has complete ownership of all companies in the group, it will conduct the following activities to eliminate operating expenses and reach *local minimum*:

(1) Merge university and company infrastructure.⁴ The university will synergize processes to eliminate costs and bring about efficiencies and optimizations in university and company processes. A university can use faculty and students to conduct R&D, lab, and basic work for companies it acquires; Labor can be done for free, or at reduced cost.[7] Company infrastructure can double as classrooms. All new hires for companies will come from work-study programs and internships of the university.[7] More complex and specific work of a company will be conducted by graduate students specializing in relative fields under the guidance of experts in the company. Prior employees of acquired companies may teach incoming student-workers,[8] take classes in the university, and be given access to some, or all, of the facilities a university has to offer. Each company a university acquires becomes the 'working-extension' of the relative academic department of the university, for example: an electric company becomes the 'working-extension' of the electrical engineering department of the university, or a water company becomes the 'working-extension' of the university's civil engineering, or agricultural department, and so forth,—synergized to focus on the betterment of humanity, as opposed to profits. Work becomes education in motion.

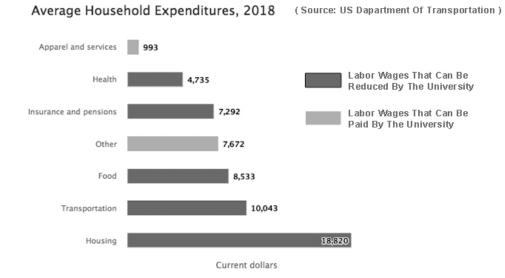


⁴ The activity to integrate university and company infrastructure may overlap with The Acquisition Process.

(2) **Provide free utilities to itself.** The university will provide itself with free electricity, water, internet, cable, phone and food from the companies acquired during The Acquisition Process. Acquiring utility companies and other infrastructure contributing to its regular operating expenses, during The Acquisition Process, such as an electric company, water company, cable company, phone company, agricultural company, etc., enables the university to provide their goods and services to itself for free, thereby eliminating related operating expenses.

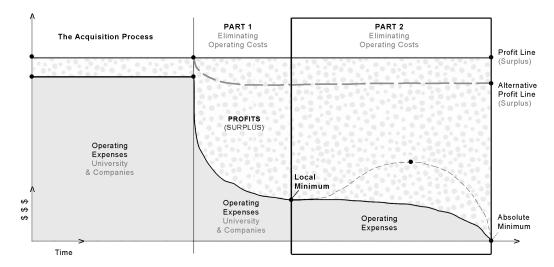


- (3) **Acquire real-estate.** The university will use all profits to buy and ready housing, utilities, recreational facilities, and other amenities in order to establish a package of provisions which can be provided to all employees and their families. Housing, recreation centers, and dining facilities will be made lavishly to the highest of standards (*i.e.* country club, tech company).
- (4) Reduce labor wage pay in exchange for university provisions. The university will invite all employees (and their families) to "opt-in" to university provisions in exchange for reduced labor wages of the employees. The university will offer housing, food, electricity, water, gas, phone, internet, transportation, healthcare, education, amenities such as gym, recreation centers, vacation expenses, and any other incentives in exchange for reduced labor wages of its employees of the university and the companies which it owns.



The above chart shows the amount of labor wage expense (per household, per year) a university can eliminate (in PART 1) by employees opting-in to receive "university provisions."





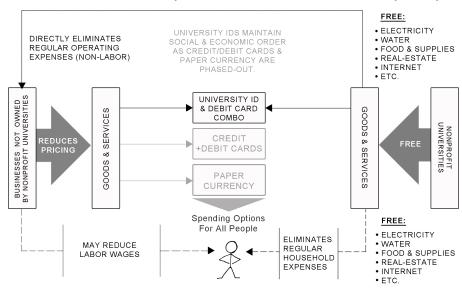
- *Once a university achieves *local minimum* (operating costs), it may begin the following activities to eliminate the remaining expenses of itself and its companies to achieve *absolute minimum*:
- (1) Acquire any remaining infrastructure & technologies. The university will use all profits to acquire any remaining businesses directly, or indirectly, contributing to the remaining operating expenses of the university and its businesses (via perfect public offering). Larger profit margins will allow the nonprofit university to acquire any other companies at a much faster rate of time. The dashed line (connected to the operating expenses line and creating the local maximum point), represents the increase and eventual decrease of operating expenses that will result from acquiring and eliminating the costs of any new companies and infrastructure. The university may also begin incorporating technologies to automate many processes to eliminate labor and non-labor related operating expenses.
- (2) **Expand University & Company Campuses**. The university will use profits to establish new campuses and classrooms on, or next to, the companies and infrastructure it may have acquired outside of its region (main campus). For example, if the nonprofit university acquired agricultural companies and infrastructure to eliminate the operating expenses related to food, but those companies and infrastructure are at a far distance from the university's main campus, the nonprofit university may establish an "Agricultural Campus" at such locations.
- (3) **Drop price of goods and services below COGS of competitors**. The university will lower the price of goods and services produced by the companies owned by the nonprofit university to below the operating costs (COGS) of their domestic competitors. Reducing the price of goods and services to below the operating costs of competitors will apply economic pressures that encourage competitors to sell their companies to other universities conducting perfect public offerings (as competitors will not be able to compete with the low prices of the competing companies owned by the nonprofit university).

⁵ Note: This process will be repeated by each university conducting perfect public offerings.

- (4) **Donate all profits to another nonprofit university conducting perfect public offerings**. The nonprofit university will donate all profits generated from its university-owned businesses to the special endowment of another nonprofit university conducting perfect public offerings within another region, especially one which complements and can further reduce the operating costs of the university. An example of such case would be donating all profits to a university within another region that may focus primarily on agriculture and food, or whose destination is favorable to its employees to travel to for vacation (e.g. such as an Hawaiian University), so that these resources, goods, services, and opportunities can be included in the package of university provisions used to eliminate the labor wages of employees. Donating all profits to other universities conducting perfect public offerings, allows other universities to completely own companies, quickly, so that they can be networked to further eliminate operating costs.
- (5) Network with nonprofit universities conducting perfect public offerings. The nonprofit university will network with other universities conducting perfect public offerings in order to synergize and complement each others needs and further eliminate each others operating costs. The university will provide resources, goods, services and opportunities to other universities conducting perfect public offerings in exchange for resources, goods, services and opportunities from those nonprofit universities. For example, a university which owns an electric company can provide free electricity to a university which owns primarily agricultural companies and infrastructure, in exchange for free food. Or a university owning clothing manufacturing can provide clothing to another university in exchange for communication services. Another example is a nonprofit university, in a desirable location for vacations, can provide lodging and food for employees of another university in exchange for telephone, internet and/or communication services, etc.. Networking of nonprofit universities (conducting perfect public offerings) helps them complement each other in such a manner where they can further eliminate non-labor related operating costs, as well as labor-related operating costs.
- (6) Eliminate remaining labor wages. The university will reduce the remaining labor wages as new companies and infrastructure are acquired, and as other universities and their companies are networked with the university. As the university acquires additional companies and infrastructure, and also networks with other universities (to add new resources, goods, services and opportunities to the package of "university provisions" for employees), it may further eliminate operating expenses related to those expenses. To do this, the university may introduce "tier-level packaging," which will provide more extensive resources, goods, services and opportunities ("provisions") for employees who decided to further reduce their wages. **
- (7) Provide goods and services free to society. The nonprofit university will reach a point where it has acquired enough companies/infrastructure and networked with enough universities to eliminate the remaining operating expenses of itself and its companies. When the nonprofit university reaches this point of self-sustainability, it may provide all resources, goods, services, and opportunities to the general public for free. Providing resources, goods, services and opportunities to society for free, and at no financial cost to the university and its university-owned companies, will induce logic and peer-pressures that encourage any remaining companies and universities (globally) to assimilate. The assimilation of other universities and companies, globally, will allow for networking and complementing amongst universities globally, thus establishing the foundations for a single global government rooted in education. **

9. Replacing The Monetary System With The University ID System

An economic system capable of providing resources, goods and services to all people for free, needs to have a system in place which can maintain the order of all goods and services transacted. This new currency system, although containing no monetary value, would enable society to eliminate the remaining operating costs of society and ultimately replace the current monetary system (i.e. paper currency and electronic payment systems relating to paper currency). This transactional based system, which helps society orderly allocate goods and services amongst its people and which contains no monetary value, can be achieved via the university's ID system.



A university ID system (UIDS) is the system faculty, students, and staff of a university use to conduct various activities and transactions among university infrastructure and participating merchants.[9] [10] Schools, colleges and universities use ID cards and badges to integrate systems and services on campus, improving efficiency for campus staff and students. Campus staff ID badges and student ID cards are often combined to include access control, identification & transactional applications. The university ID system can be integrated into all infrastructure of the community surrounding the university to allow students and staff of the university, employees of the companies it owns, and members of the general public to make *university-related* and *non-university related* transactions in a manner that can eventually phase-out legacy currency systems.

The above diagram shows that as companies (not owned, nor intended to be owned, by the university, such as bars, restaurants, retail, etc.) merge their P.O.S. systems with the university ID system and as those same companies have their non-labor-related operating expenses eliminated by free utilities/rent/food/etc. provided by nonprofit universities, those companies may reduce the prices of their goods and services to reflect the reductions in their operating costs. This reduction in price of those goods and services and the provision of other free goods, services and opportunities to the general public by nonprofit universities, will eliminate the regular household expenses of the general public to the point where any business not owned by a nonprofit university can eliminate the need to pay labor wages to their employees. Meanwhile, the university ID system will allow for the orderly allocation of resources, goods, services and opportunities without the need for paper currency or its electronic equivalent, thus phasing out the monetary system of the country at a rate in which society can fully adopt the university ID system.

10. Managing Society & Self With A Public ERP Platform

The entire initiative can be publicly overseen and managed with an internet platform combining elements of social media [11] with elements of an enterprise resource planning software (ERP). [12] This **public ERP** would replace the website and faculty/student/staff web portals of the university and the companies being acquired by the university; And it will allow access to the general public. The public ERP can be used by the general public to monitor and interact with their personal data, as well as information surrounding the goals and progress of the perfect public offering processes being carried-out, and the social, political, and economic data surrounding the production and allocation of the resources, goods, services, and opportunities relative to the university and the businesses it owns, or is acquiring.[13] The public ERP can be used to establish trust and support from the general public that can help the university quickly acquire and integrate businesses and encourage the assimilation of the entire public education system of a country(s).

The platform will provide information on the companies undergoing a perfect public offering, the amount each company regularly donates to the special endowment of the university, and the company that is currently being acquired by the university. The platform will also provide the amount of shares that exists in total, and the amount of shares the university has bought and needs to buy before a company is completely owned by the university. The platform will provide a timeline of events such as share purchases, donations from companies and completed acquisitions. The platform will also provide a list of current shareholders of those companies.

The public ERP will also present information on the production and distribution of resources, goods, services, and opportunities relating to the university, the companies it acquires and the surrounding communities,[13] as well as address any issues which need resolving. For example, the public ERP can provide data saying that a farm, acquired by the university, could not produce enough oranges due to bad weather (or insects, or lack of labor, etc.) so to allow society to more quickly understand and collectively address the issues of low orange supplies. The public ERP could present information surrounding orange shortages through data visualizations on its platform and have a pubic meeting to address the issue, which will be presented through the platform with information and tools the general public can use to appropriately participate in the meeting. [14]

The public ERP will also house and organize video content that is produced by the university to educate and engage the public on the activities it carries-out. Content produced and presented on the public ERP will range from videos explaining the perfect public offering process, the production and allocation goods and services of the university and the companies it acquires, [15] the merging of university and company infrastructure, and the goals the university has for itself, the businesses it acquires/owns, and its surrounding community. Videos produced will also showcase campus life for students and employees which opt-in to receiving university provisions in exchange for reduced labor wages. [16] Videos can also present new innovations or problems for solution that can address the social and economic needs of its community. The video content will be important to helping establish public trust and support that will encourage other universities to conduct perfect public offerings and to encourage (attract) the greatest minds and most willful and determined bodies to study and work at the university and its businesses.

The public ERP can be used to network all universities carrying-out perfect public offerings. As other universities acquire businesses within their regions, their information can be networked on the same platform. The public ERP can centralize all social and economic data important for overseeing and managing the activities of all participating regions and to help concentrate support to businesses undergoing perfect public offerings and the universities acquiring them. Once the entire public education system assimilates, the public ERP will function as a "Web Portal For Citizens" allowing the general public to oversee and manage all social, political, and economic information and activities of its country, as well as all data pertaining to themselves, so to efficiently and effectively carry-out all duties required of as citizens of a country, or world.

11. Supplemental Policy

This section we will explain the various policies that can be implemented by governments, central banks, businesses, charities, universities, and citizens of countries to support and complement the perfect public offering process, its initiative, and the social and economic environment where businesses of a country are completely owned, operated and integrated into the public education system of its country. These policies not only help universities of a country to own, operate and integrate companies into the public education system of a country so, but it also helps reinforce the prisoner's dilemma scenario encouraging companies to undergo their perfect public offerings.

Governments

- **1. Pass Laws.** The government may pass a law(s) requiring utility companies, municipalities, and other companies which regularly contribute to the regular operating expenses of universities to undergo the process(es) to be owned, operated and integrated into nonprofit universities.
- **2. Expropriation.** The government may expropriate companies and infrastructure contributing to the regular operating expenses of the nonprofit universities willing to conduct perfect public offerings, and; Donate those companies and infrastructure to universities conducting perfect public offerings. In the Fifth Amendment of the Constitution of The United States, the amendment states that private property make be taken for public use with just compensation.
- **3.** Corporate Bailouts. The government may forgive all corporate debt of companies undergoing their perfect public offering by the nonprofit university, so to not have a university take-on debt. Or may bail out company debt, in exchange for taking full ownership of the company and giving it to nonprofit universities conducting perfect public offerings.
- **4. New Government Budget.** The government may create a new government budget to fund a nonprofit university(s) conducting perfect public offerings. Funding may come from new or existing taxes (imposed on citizens or corporations), or from pre-existing government programs.
- **5. Reallocation of Government Funding.** The government may redirect funding from other government programs to nonprofit universities conducting perfect public offerings. The nonprofit university can use these funds to more appropriately resolve the issues those funds were originally intended to address. Recommendations for reallocation of government budget funding include:
- **a.** Welfare. Government funding for welfare (in a region where a nonprofit university conducts perfect public offerings), can instead be given to the nonprofit university to acquire, operate, and integrate into its education system housing, food and infrastructure contributing to the government's costs of welfare, so to sustainably address the issues of welfare in that region.
- b. Medicare & Healthcare. Government funding for medicare and healthcare (in a region where a nonprofit university conducts perfect public offerings) can instead be given to the nonprofit university to acquire, operate and integrate healthcare facilities into its university system, as well as other infrastructure which can more sustainably address the issues of Medicare and healthcare in its region, such as providing operationally and financially self-sustained housing, utilities, food and other amenities to healthcare personnel in exchange for reduced labor pay.

- c. Social Security. Government funding for social security (in a region where a nonprofit university conducts perfect public offerings) can instead be given to the nonprofit university to acquire, operate and integrate into its education system infrastructure relating to issues surrounding social security, so to more sustainably address the issues of social security in its region. Social security is typically used by older individuals, or disabled individuals, to address the financial concerns of housing (i.e. rent, mortgage), utilities, food, and other regular living expenses after older individuals who have retired. The government may redirect government funding used for social security, to a nonprofit university conducting perfect public offerings of companies and infrastructure that address the concerns of social security. For example, a university may use social security funding to acquire housing, utilities, food, and other facilities and activities for individuals who would receive social security.
- d. Unemployment. Funding for unemployment can instead be given to nonprofit universities conducting perfect public offerings of companies and infrastructure which can more sustainably address the concerns of unemployment. Unemployment compensation received by individuals on unemployment are usually used to address concerns around housing (rent, mortgage), utilities, food, and other expenses. The government can reallocate unemployment funding to nonprofit universities conducting perfect public offerings of companies and infrastructure which address concerns around housing, utilities, food and other expenses which unemployment compensation would be used for.
- e. Education. Government funding for *Education* may be redirected to nonprofit universities conducting perfect public offerings of companies and infrastructure relating to the expenses of the government's *Education Budget*. A nonprofit university receiving *Education Funding* from the government can better use the funding to more sustainably address the issues concerning *Education*, especially when companies and infrastructure relating to the government's *Education Budget* can be owned, operated and integrated into the university system to eliminate costs of education and address the needs of education. Government funding for education is typically used for pay for k-12 schooling and higher education grants. Funding usually comes from state sales and income taxes, lotteries, and property taxes. Funding for the *Education Budget* can instead be given to a nonprofit university to sustain the operations of higher education, so to provide all higher education for free to society and integrating k-12 schooling into the higher education system (e.g. housing, dining, sports & facilities). Doing so would relieve the government's need to fund both k-12 and higher education.
- **f.** *Food & Agriculture. Government funding for Food & Agriculture may be redirected to nonprofit universities conducting perfect public offerings of food & agricultural companies and infrastructure. A nonprofit university receiving Food & Agricultural Funding from the government can better use the funding to more sustainably address the issues concerning the Food & Agriculture Budget, especially when food & agricultural companies and infrastructure can be owned, operated and integrated into the university system to produce food and its solutions as result of its education process.
- **g.** *Transportation. Government funding for transportation may be redirected to nonprofit universities conducting perfect public offerings of transportation companies and infrastructure. A nonprofit university receiving *Transportation Funding* from the government can better use the funding to more sustainably address the issues concerning *Transportation*, especially when transportation companies and infrastructure can be owned, operated and integrated into the university system to produce transportation solutions as result of its education process.

- h. *Science & Technology. Government funding for science and technology may be redirected to nonprofit universities conducting perfect public offerings, to be used to acquire the companies and infrastructure contributing to the government's expenses of its science and technology budget. A nonprofit university receiving Science & Technology Funding from the government can better use the funding to more sustainably address the issues concerning Science & Technologies, especially when science and technology companies and infrastructure can be owned, operated and integrated into the university system to produce innovation and research as result of its education process.
- i. *Energy. Government funding for energy may be redirected to nonprofit universities conducting perfect public offerings to be used to acquire, operate, and integrate companies and infrastructure contributing to the governments expenses of its Energy Budget. A nonprofit university receiving *government energy funding* can better use the funding to more sustainably address the issues concerning energy and its research, especially when energy companies and infrastructure can be owned, operated and integrated into the university system and be produced and allocated as a result of the education process.
- j. *Veterans Affairs. Government funding for VA is typically used for medical care, disability compensation and pensions, education, vocational rehabilitation and employment services, assistance to homeless veterans, home loan guarantees, administration of life insurance and traumatic injury protection insurance for service members, and death benefits that cover burial expenses. Government funding for VA may be redirected to nonprofit universities conducting perfect public offerings of companies and infrastructure relating to the needs of the VA. The nonprofit university, receiving VA funds, must use VA funding to directly address the needs of VA members, through its acquisition, operation and integration, into its university system, the companies and infrastructure contributing to expenses of the VA.
- k. International Affairs. Government funding for International Affairs can be redirected to nonprofit universities conducting perfect public offerings, to more sustainably address the concerns of International Affairs. A nonprofit university receiving International Affairs Funding from the government can use the funding to more sustainably address the issues concerning International Affairs, especially when a university uses those funds in making the perfect public offering initiative transparent for other countries to assimilate to address similar social and economic issues on their own, and to attain social and economic self-sustainability. International Affairs Funding may also be used by nonprofit universities (who have companies, and infrastructure owned, operated and integrated into their education system) to teach other countries how to assimilate AND to network and complement the university systems of those countries, thus maintaining international affairs through the networking and complementing of social and economic infrastructures managed through education systems. It should be noted that the activities conducted by nonprofit universities to more sustainably address the International Affairs Budget, will naturally address the issues causing the concern for the need of a Defense/ Homeland Security Budget.

- I. Defense/ Homeland Security. The military budget pays the salaries, training, and health care of uniformed and civilian personnel, maintains arms, equipment and facilities, funds operations, and develops and buys new items. The budget funds five branches of the U.S. military: the Army, Marine Corps, Navy, Air Force and Space Force. Defense/ Homeland Security funding can be redirected to a nonprofit university conducting perfect public offerings of companies and infrastructure relating to the self-sustainability of the budget. More specifically, as the need for Defense/ Homeland Security funds will dwindle, due to the effects of better appropriations of International Affairs Budget, the nonprofit university will need to use Defense/ Homeland Security Funding to self-sustain all existing military personnel and their families. This will include housing, utilities, food, education, healthcare, retirement and any facilities and amenities required of military personnel and their families to live with all of Life's necessities. Defense/ Homeland Security Funding will also be used to help military personnel (i.e. Army, Marine Corps, Navy, Air Force and Space Force) and operations transition their focus (priorities) to establishing and maintaining life and exploration in Space, beginning underwater, on Earth.
- 6. **Reduce Taxes In Regions Conducting Perfect Public Offerings.** The government can reduce various taxes (e.g. income taxes, corporate taxes, etc.) in regions where a nonprofit university is conducting perfect public offerings. Once a nonprofit university has reached a particular [this], the nonprofit university will be able to naturally a address the issues which taxes would be used by the government to address, thereby relieving the need for taxes within that particular region. In other words, citizens within regions that become self-sustainable through perfect public offerings of a nonprofit university will not need to have taxes imposed on them, which would otherwise address the social and economic issues already addressed by the nonprofit university.
- 7. **Highlight & Address Red-Tape.** The government should highlight any bureaucracies and/or red-tape that is restricting the nonprofit university's ability to efficiently and effectively own, operate and integrate companies into its education system via perfect public offerings. Highlighting the issues restricting perfect public offerings will allow the general public to understand the nature of issues, so to allow the general public to quickly and accurately address those issues, so that government representatives can quickly carry-out the will of their constituents. The government may pass supportive and complementary laws, or amend pre-existing laws, to address the bureaucracies and red-tape restricting nonprofit universities from effectively acquiring, operating and integrating companies into its education system.

Central Banks

- **1. Provide "Helicopter Money" To Nonprofit Universities**. Rather than giving money directly to individuals, as in the original idea of "helicopter money," central banks may provide "helicopter money" to nonprofit universities that are conducting perfect public offerings.
- **2. Raise Interest Rates**. Central banks may raise interest rates in order to prevent excessive loan/debt creation which creates zombie companies. It would be difficult for universities to acquire "zombie companies," or companies that have excessive outstanding debt.
- **3. Delete Physical Monetary Supply**. Central banks may delete physical monetary supply, or take money out of the system, as goods and services are provided by the university for free, or at a discounted price; Doing so would cause deflation (or decrease the rate of inflation), therefore maintain currency stability and low inflation.

Charities — 501(c)3 Nonprofit Corporations

- **1. Donate To Universities In Order To More Sustainably Address Their Mission**. Charities can donate the donations they receive to nonprofit universities conducting perfect public offerings in order to more efficiently and effectively achieve the missions of their charities.
- **2. Reposition Charities To Replace For-profit Companies**. Charities may reposition their organization to replace the companies that are reluctant to undergo their perfect public offerings. Charities, who have repositioned themselves to function as nonprofit-versions of for-profit companies may offer themselves to nonprofit universities as a replacement for the for-profit competitor reluctant to cooperate in undergoing its perfect public offering. For example, *charity:water*, and other charities with a mission on water, can have their organization repositioned to become a water utility that can more sustainably address their mission around water, via their integration into a nonprofit university conducting perfect public offerings.
- **3.** Create New Charities To Replace The Operations of Utility Companies. The general public may create 501(c)3 nonprofit corporations to replace the companies that are reluctant to undergo their perfect public offerings. For example, the general public can form a "501(c)3 nonprofit utility company" that can be integrated into the nonprofit university conducting perfect public offerings.

Businesses

- 1. Consider Selling Your Company to a Nonprofit University. Companies that contribute to the regular operating expenses of nonprofit universities should consider selling themselves to nonprofit universities via perfect public offerings. Gather together your investors and discuss the benefits of selling your company to a nonprofit university, and discuss the negative consequences of not selling your company to a nonprofit university, especially before your competitors. Consider what would happen to your company if another competitor sells to the nonprofit university before you. Also, consider the creation of a charity-version of your company to replace the need to acquire your company.
- 2. **Donate to Universities Conducting Perfect Public Offerings**. Even if your company is not undergoing a perfect public offering, donate to a university conducting perfect public offerings. Companies typically donate to charities, regularly, as part of their corporate social responsibility (CSR) programs. Companies that are not undergoing perfect public offerings by a nonprofit university may donate to nonprofit universities conducting perfect public offerings, so that those donations can be specifically used to acquire companies undergoing their perfect public offering by the nonprofit university conducting perfect public offerings.
- **3. Prepare For Radical Transparency**. Investors and their companies should prepare to have the operations and financials of their companies radically transparent to the general public. Understand the benefits of radical transparency and the negative consequences of not making your operations and financials transparent, especially after the fact that the general public has already accepted and expects all companies to be radically transparent with operations and financials.
- 4. **Partnerships**. Owners of businesses not sought after for acquisition by the nonprofit university conducting perfect public offerings, such as restaurants and retail, should partner with the nonprofit university in receiving goods and services, such as food for selling to the public and utilities for operating their businesses, from *university-owned* businesses.

Nonprofit Universities

- 1. Consider Conducting Perfect Public Offerings. The board of trustees of nonprofit universities should consider the important benefits to the university from conducting perfect public offerings and should consider the negative consequences of not conducting perfect public offerings.
- **2. Learn from Nonprofit Universities Conducting Perfect Public Offerings**. If the board of trustees of nonprofit universities cannot comprehend the important benefits and negative consequences of conducting perfect public offerings, they must resort to learning from those universities that are conducting the processes. Radical transparency will be a requirement for universities conduct perfect public offerings. This transparency not only helps the general public understand, trust and engage with processes, but also provides as a template, or working model for other nonprofit universities considering conducing perfect public offerings.
- **3.** Create A Docu-Series Showcasing Perfect Public Offerings. Nonprofit universities (conducting perfect public offerings) should partner with Netflix or another streaming service to record and/or live stream to create a docuseries on nonprofit universities conducting perfect public offerings and the companies undergoing the process. The docuseries should be similar to TV shows "Real-World," "Jersey Shore," "Cribs," "Dirty Jobs," "How It Works," the QVC channel, and C-Span (but more "hip"). Netflix should focus on a single nonprofit university, the companies it acquires, and people directly affected by the initiative. This will help induce logic and peerpressures that bring understanding, trust and support to the general public, and encourages other nonprofit universities and businesses to assimilate.

People

- **1. Familiarize Yourself With The Information**. Learn about and begin to understand the concept of having businesses owned, operated and integrated into the public education system of a country. Understand the concept of perfect public offerings. Familiarize yourself with *game theory*, more specifically the concept of a *prisoner's dilemma scenario* and *game theory optimal*, in regards to financial and operational sustainability of a country and/or business.
- **2. Ask Questions**. Talk amongst your friends, family, teachers/professors, and people you think would be interested in having the discussion with you about such topics. Discuss the information and try to answer the questions you have yourself. If you still have questions or concerns, contact the writer of this paper. Ronald Williams can be reached at the following:
 - a. tud34491@temple.edu;
 - **b.** facebook.com/ronwilliams215;
 - **c.** instagram.com/ronwilliams215.
- **3. Publicly Acknowledge & Support The Information.** It is very important for you to publicly acknowledge and support the information, when you due diligence and conclude the information is valid, especially if you are an expert, or an individual who is knowledgable and/or credible on the topics presented within this paper. Being an expert and publicly acknowledging and supporting the information within this paper, or at least bringing the information to the attention of the general public (to be discussed and vetted by a wider audience), will initiate and reinforce the prisoner's dilemma scenarios that encourage nonprofit universities to conduct perfect public offerings and businesses to sell themselves to those universities (via perfect public offerings).

4. Share The Information. Whether you understand the information, or not, it is important that the information be received by knowledgable and credible people who can publicly validate it.

Here is a list of some *people* and *think tanks* whom to share the information with:

- People to "kindly bombard" with emails: (a) Paul Krugman; (b) Mohamed A. El-Erian; (c) Michael J. Boskin; (e) N. Gregory Mankiw; (f) Thomas Picketty; (g) Joseph Stiglitz; (h) Janet Yellen; (i) Alvin E Roth; (j) Robert B. Wilson; (k) Paul Milgrom; (l) Michael Kremer; (m) Richard Thaler; (n) Abhijit Banerjee; (o) Neera Tanden; (p) Cecilia Rouse; (q) Jared Bernstein; (r) Heather Boushey; (s) Jeremy Siegel; (t) Jim Chanos; (u) Scott Galloway; (v) Klaus Schwab (World Economic Forum); (w) Lawrence Summers; (x) Sir Howard Davies; (y) Valerie Grant (AllianceBernstein); (z) Laura D'Andrea Tyson; (aa) Lawrence B. Siegel; (bb) Frank Fabozzi; (cc) Samuel Zell; (dd)
- Think Tanks to "kindly bombard" with emails: (a) Brookings Institute; (b) Peterson's Institute For International Economics; (c) American Enterprise Institute (d) Economic Policy Institute; (e) Cato Institute; (f) Center For American Progress; (g) Institute For Policy Studies; (h) Bruegal; (i) Center For Economic & Policy Research; (j) Washington Center of Equitable Growth, (k) Oxford Economics; (l) Organisation For Economic Cooperation and Development, etc;
- **5. Support ONLY Companies That Undergo Perfect Public Offerings**. Buying goods and services from companies that sell themselves to nonprofit universities will increase the revenues and profits of those companies, grow their market share & market valuation to those companies, helping to ensure their competitors do not receive those same benefits. Supporting only companies that undergo perfect public offerings helps reinforce the "prisoner's dilemma" encouraging companies to undergo perfect public offerings. [17]
- **6. Take Classes And/Or Work At The University Conducting Perfect Public Offerings**. Taking classes and/or working at the university(s) conducting perfect public offerings, especially those potential students and faculty who believe their participation will help the university successfully carry-out the perfect public offerings of businesses. Ensuring that the brightest minds and the most willful individuals will attend classes and/or work at the university will help carry the nonprofit university through the entire process successfully. Also, having the brightest minds and most motivated bodies work at and/or attend the university will reinforce a prisoner's dilemma scenario on nonprofit universities to be the first university to pilot perfect public offerings.
- **7. Work ONLY At Companies Undergoing Perfect Public Offerings**. If you have the luxury of choosing where you work and you are looking for a job, consider applying to the companies that are undergoing their perfect public offerings. These companies will be looking for brilliant and motivated people to usher in the new economic system. Your involvement in their company will remove your involvement in other companies (not undergoing a perfect public offering), thus apply social and economic pressures which encourage those companies to cooperate in undergoing their perfect public offering.
- **8.** Consider Opting Into University Provisions. If you work at the university conducting perfect public offerings, or if you work at a company being bought by the nonprofit university, consider opting-in to receive university provisions (i.e. housing, food, education, amenities, utilities, transportation, etc.) in exchange for reduced labor wages. Also, individuals looking to work at these companies should consider these scenario before applying to work at the university, or at these companies.

12. Conclusion

We have proposed a system that enables companies to be owned, operated and integrated into the public education system of its country in a manner that eliminates the operating costs of those companies and the public education system. The results of their relationship also appropriately and timely address other social and economic issues. We started by introducing a process that enabled a nonprofit university to acquire local utility companies and infrastructure contributing to its regular operating costs, in order to achieve this on a smaller scale, but was incomplete without the cooperation of a university to acquire companies and willingness of companies to sell themselves to a university. To solve this, we introduced an iterated prisoners dilemma scenario that presented knowledge explaining: (1) the importance for countries and businesses to eliminate operating costs to become game theory optimal, in regards to financial and operational self-sustainability and; (2) how integrating businesses into the education system is the means to achieve this optimization. We explained how countries will benefit from having businesses owned, operated and integrated into their education system, the disadvantages from not cooperating, and the prisoner's dilemma encouraging implementation of this initiative. We explained how countries with state-owned enterprises, such as China, will achieve this with less resistance via government mandate and how free market countries, such as the United States, will achieve this via perfect public offerings. For free-market countries, we discussed how a nonprofit university can acquire companies, and; Eliminate the operating costs of itself and its companies. We explained how the ID system of the university can replace the monetary system of the country and how the university system and its companies can be managed by a "public ERP" platform. We concluded with policies that can be implemented by governments, central banks, businesses, charities, universities and citizens of countries to complement perfect public offerings and the social and economic environment where companies are owned, operated and integrated into the public education system of their country.

References

- [1] Mani, A., Rahwan, I. & Pentland, A. Inducing Peer Pressure to Promote Cooperation. Sci Rep 3, 1735 (2013). https://doi.org/10.1038/srep01735
- [2] MasterClass. (2020, November 08). Learn About Poker: What Is GTO (Game Theory Optimal)? 2020. Retrieved November 16, 2020, from https://www.masterclass.com/articles/learn-about-poker-what-is-gto-game-theory-optimal
- [3] China's dual circulation an active choice and long-term strategy: Official. (n.d.). Retrieved November 16, 2020, from https://news.cgtn.com/news/2020-10-30/China-s-dual-circulation-an-active-choice-and-long-term-strategy-V0kW26SOu4/index.html
 - Please note: China, with its state-owned enterprises and its "dual circulation agenda," may have far less resistance to integrating companies into its education system, therefore it is important for all free-market countries to realize the importance and begin conducting perfect public offerings.
- [4] The 5th Amendment of the U.S. Constitution. (n.d.). Retrieved November 16, 2020, from https://constitutioncenter.org/interactive-constitution/amendment/amendment-v
- [5] Solutions, A. (n.d.). What is ESG Investing? https://www.esg.adec-innovations.com/about-us/faqs/ what-is-esg-investing/
- [6] Ross, S. (2020, September 16). What's the Average Profit Margin for a Utility Company? Retrieved November 16, 2020, from https://www.investopedia.com/ask/answers/011915/ what-average-profit-margin-utility-company.asp.
- [7] Student Internships and Work-Study Opportunities. (n.d.). Retrieved November 16, 2020, from https://behrend.psu.edu/school-of-humanities-social-sciences/research-outreach/core/student-internships-and-work-study-opportunities
- [8] Apprenticeship, O. (n.d.). Become an Apprentice. Retrieved November 16, 2020, from https://www.apprenticeship.gov/become-apprentice
- [9] Center City Campus Currency. (n.d.). Retrieved November 16, 2020, from https://www.jefferson.edu/university/customer_service/campus-currency.html.
- [10] College & Diversity ID and Security Solutions. (n.d.). Retrieved November 16, 2020, from https://www.identisys.com/markets-served/higher-education
- [11] Zuckerberg, M. (n.d.). Facebook. Retrieved November 16, 2020, from https://www.facebook.com/.
- [12] BI Leverage, At Cloud Scale, In Record Time. (n.d.). Retrieved November 16, 2020, from https://www.domo.com/.
- [13] Bloomberg Terminal. (2020, October 17). https://en.wikipedia.org/wiki/Bloomberg_Terminal
- [14] TeslaMotors. (2020, September 22). Tesla Battery Day. Retrieved November 16, 2020, from https://www.youtube.com/watch?v=l6T9xIeZTds
- [15] How It's Made. (2020, October 30). Retrieved November 16, 2020, from https://en.wikipedia.org/wiki/How_It's_Made.
- [16] The Real World (TV series). https://en.wikipedia.org/wiki/The Real World (TV series)
- [17] Procott. (n.d.). Retrieved December 11, 2020, from https://en.wiktionary.org/wiki/procott