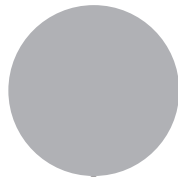


**AMERICAN  
DEMOCRACY:  
THE DECLARATION,  
PURSUIT, AND  
ENDANGERMENT**

by Maury Seldin LLC



# AMERICAN DEMOCRACY THE DECLARATION, PURSUIT, AND ENDANGERMENT

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# AMERICAN DEMOCRACY: THE DECLARATION, PURSUIT, AND ENDANGERMENT<sup>1</sup>

by Maury Seldin LLC<sup>2</sup>

After the American Revolution, the *Great Experiment* of pluralism in a democratic society was launched with the pursuit of ideals articulated in the Declaration of Independence. It took about a decade for a transition to what has been called a *Second American Revolution*; a peaceful transition from the Confederation of sovereign states to the Federation, “these united [sic] States of America.” It was structured with a constitution that divided power among three branches of government in order to avoid tyranny.

It took centuries to make substantial progress towards the ideals espoused in the Declaration of Independence. The progress was reasonable for centuries, but unfortunately there has been a regression in recent decades. The shortfall, in part, is attributable to a shortfall in an effective strategy for pursuit of the ideals of American Democracy. That inept strategy failed to deal with the morality not being up to the tasks at hand and insufficient cooperation blended with competition. This may be best understood as a matter of balance in the organic structures of a free society much in the same way that one understands the balance in the organic

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<sup>1</sup>This book is the third in the trilogy titled *American Democracy Endangered*. It is rooted in research on what is now commonly called the *Financial Crisis of 2008*. The research program of the Homer Hoyt Institute, under the leadership of Maury Seldin, started in late 2007 focusing on the subprime crisis and the capital market freeze that led to the Great Recession. Maury Seldin’s conclusion was that the debacle was not only unnecessary, but that it was not just a real estate finance issue, it was a societal issue best understood through the lens of complexity science, especially complexity economics. A brief perspective is available by Googling *Maury Seldin United Airlines* and downloading the brief

system of the human body in terms of its homeostasis, the ability of an evolving organic system to adjust toward optimal conditions for survival.

In the case of American Democracy, we would do well to focus on the political, economic, and social organisms that operate for the health of the system that is vital to the liberty and justice for all its inhabitants. From an analytics perspective, this third book of the trilogy focuses is on the balance of the political-economy in the context of a societal structure. The second book of the trilogy focuses upon the sense of place of the individual in the societal structure that includes the political-economy.

The trilogy's first book is focused upon raising the level of consciousness so as to stimulate the pursuit of knowledge in order to improve outcomes. It does so by noting that the internal threats to the survival of American Democracy are greater than the external threats, and introducing the use of the lens of complexity for the analytics of the systems is a start, especially for understanding the *invisible hand*.

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PDF for free. Reading the acknowledgments section, and maybe even following the links, will be very informative about the research program. A perspective of the injustice emanating from business policy is provided in the article that discusses the violent removal of a fully paid and seated passenger pursuit is a matter of policy articulated in the algorithms used to guide decisions.

Dealing with a societal issue, as a societal issue focused on liberty and justice, was taking form early in 2012 with a couple of essays that are now the first two appendices to the treatise. Those essays were presentations made at ASPEC (Academy of Senior Professionals at Eckerd College). This series started in 2012 and progressed mostly through a seminar on strategic decision making apply nascent disciplines, especially complexity science and network science.

<sup>2</sup>The Maury Seldin LLC is a company endowed with corporate personhood. As such it has some of the same rights that are possessed by natural persons. Included in such rights are the rights to enter into contracts and the rights to author and publish educational material. The Maury Seldin LLC is such a company, the nature of its business is to serve as a vehicle for innovative education by integrating development and dissemination of knowledge that would contribute to societal self-organization so as to lead to the evolution of the societal structure to better facilitate progress toward the ideas espoused in the

Declaration of Independence. Maury Seldin, the author of the trilogy, *American Democracy in Danger*, of which this is a part, has sold his authorship rights in the trilogy and the vast amount of supported material which he has authored to the Maury Seldin LLC that is designed to be a self-supporting entity capable of continuing the development and the dissemination of knowledge that emerged in more than a half century career of personal contributions to the arena of education development and dissemination, in which Maury Seldin as a person contributed with working with others. Such cooperative efforts were not only in co-authorships and teams for research projects, but also through stimulating the self-organization of institutions. Dr. Seldin, a chaired professor emeritus of the American University School of Business Administration, was the founding president of the Homer Hoyt Institute created to serve as the research arm of two of the schools programs. He is Chairman Emeritus of the Homer Hoyt Institute (HHI), founded in 1967 and Chairman Emeritus of the Maury Seldin Advanced Studies Institute (ASI), founded in 1982. Dr. Seldin served as leader and then co-leader of the Seminar on Strategic Decision-Making at ASPEC (Academy of Senior Professionals at Eckerd College), an interest group that he founded in 2002 and that in recent years has focused on applications of complexity science to a variety of strategic decisions ranging from personal health to organizational management and societal issues.

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Some additional files, only in electronic format,  
have been prepared.  
They are as follows:  
*Liberal Education Docent Led Tour of Seldin Library*  
*Professional Career Discipline Development Tour*  
*The Story of a Personal Journey Library Tour*  
They are preparatory to the creation of a single docent-led  
tour of the trilogy.

# PROLOGUE



The Context of this Treatise on the Great Experiment  
An Exceptionally Brief Overview  
The Analytical Perspective  
Some Background on this Approach  
An Evolutionary Process  
Organization of Content and Perspective  
The Perspective of Critical Concepts  
A Cooperative Effort to Improve Outcomes

## THE CONTEXT OF THIS TREATISE ON THE GREAT EXPERIMENT

The context of this treatise is the endangerment to the survival of American Democracy! That democracy has been known as the *Great Experiment*. Indeed, what Thomas Paine wrote in a powerful sentence in the preface to his pamphlet *Common Sense*, was “The cause of America is in great measure the cause of all mankind,”

### *An Exceptionally Brief Overview*

The opening paragraph of the timely trilogy’s first book, *Common Sense Revisited: America’s Third Revolution*, is as follows:

The internal threat to American Democracy is greater than any of the external threats. The decay in political structure and process triggered a rejection of *The Establishment* as represented by both of the two major political parties. The rejection of *The Establishment* was reflected in the 2016 election of a president representative of the decay that has occurred in the American culture, impinging upon the progress towards the ideals of political equality envisioned in the Declaration of Independence.

Consider that the American Democracy was launched with the signing of the Declaration of Independence that concluded with the following:

“And for the support of this Declaration, with a firm reliance on the protection of Divine Providence, we mutually pledge to each other our Lives, our Fortunes, and our sacred Honor.”

That is commitment!

The key element of that commitment, *mutuality of the pledge*, has been an element somewhat neglected in the context of the Enlightenment as compared to other elements leading to the Great Experiment. Elements receiving substantial attention were reason, source of authority, freedom of thought and speech, and justice. The interrelationship of those elements led to a rebellion that morphed into a struggle for independence of thirteen sovereign states forming the Confederation, these *united [sic] States of America*.

**That key element of mutual dependence** is of great significance in the self-organization process that took place among the colonists. The concept of organization as applied to the Confederation, and later to the Federation, entails the concept of organs as components of a system in which there is a mutual dependence on the health of the whole as of considerable importance to the welfare of the individual organs. The colonies that became sovereign states were organs within the entity that they created. Thus, the mutual dependence that was foundational to the commonality of interest led to the American Revolution producing the Confederation as an emergent property. Then, taking about a decade, the mutual dependence for matters such as collecting taxes from the *united [sic] States of America*, in managing a united foreign-policy and other commonalities of the Confederation led to what has been called America's Second Revolution, the conversion of the Confederation to the Federation, these **United States of America**.

This treatise is in search of a successor commitment that may take the form of a *Declaration of Reform* as a step toward what may be called America's Third Revolution; hopefully in the form

of changes in process and structure akin to the peaceful transition from a confederation to a federation. The danger being faced is that the Great Experiment may fail; American Democracy as a free society would no longer exist. The evolution or revolution would produce some sort of a tyrannical regime denying the rights articulated in the Declaration of Independence. **The trend that is being pursued is currently being pursued with a president pressing towards an autoocracy.**

### *The Analytical Perspective*

Since America's contemporary situation is incredibly more complex than that faced by the colonists, analytics more powerful than common sense are called for to improve outcomes. That approach is introduced in the *American Democracy Endangered* trilogy's first book, *Common Sense Revisited: America's Third Revolution*.

The analytics for making progress to improve outcomes necessitate the capability of dealing with the nonlinearity of complex adaptive systems. The approach for nonlinear systems integrates the linear analytics that have been used to make astounding progress when dealing with closed systems. The progress made in the advancement of knowledge dealing with nonlinear systems integrated knowledge acquired through focusing on experiments that successively increase the quality of knowledge, although they retain the limitations of inductive reasoning; however, the analytics for complex adaptive systems may strategically deal with the uncertainty associated with the evolving changes associated with systems that are not closed. Essentially, the analytics need to deal with changes in relationships as the system evolves.

Those analytics need to blend knowledge from multiple disciplines. Disciplines included in the blending may be found in the humanities and the social sciences, as well as with the physical sciences. Furthermore, in particular to be included are nascent disciplines in order to significantly enhance outcomes with a strategic approach in the face of uncertainty. Uncertainty arises in the changes in relationships over time.

Part of the problem in understanding the system is that there has been a deterioration in the morality of human behavior. The

behavioral sciences become especially important in dealing with some key issues, especially the erosion of the rule of law and the maldistribution of power invading the equality of rights of the populace as articulated in the Declaration of Independence with regard to unalienable rights.

The Declaration of Independence was an outgrowth of the rebellion against tyranny. That tyranny evolved with the concentration of power vested in a king who was unresponsive to the injustices claimed by the colonists. The strategy to deal with the potential emergence of a new tyranny that could occur after independence from Britain, started with the formation of a confederation. The strategy in transition from a confederation to a federation for dealing with the increasing in the concentration of power was dealt with in the design of a Constitution by creating a distribution of powers among three branches of the federal government.

As of the time of this updating of the treatise, the Congressional oversight responsibilities are being challenged by the administration, and potentially the Supreme Court, as a result of decades of attempts to move towards a single party form of government; in part manifested by opposing programs of the other major party simply on the basis of it being a program of the other party, and gaming the system by denying Senate action on hearings for approval nominations of Supreme Court judges solely on the basis of hopes for a change of administrations. These are discussed in the first book of the trilogy.

A really short statement of the analytical perspective of the current situation is that we have a president focused on zero-sum approaches to the problems faced by the nation, but he is focused on his pursuit of an autoocracy, starting with his reelection (and potentially an effort to eliminate presidential term limits), and using his behavior style on opposition including intimidation of the Senate. Dealing with the situation is going to take analytics beyond common sense and a reform of the system that is going to be dependent on a cultural change. As a start, is essential to have an understanding of what it takes for a democracy to be successful, especially as regards to our mutual dependence upon institutional arrangements essential for a free society.

### *Some Background on this Approach*

As some background on this approach, it is briefly noted that although my academic specialization as an individual appears to be highly specialized, it is not one of those specialties in which, hypothetically, one is knowing more and more about less and less until everything is known about nothing. Rather by way of contrast, the specialization is so interdisciplinary that the reverse image of hyper specialization is knowing so little about more and more until one knows practically nothing about everything. In both cases it is a question of balance, possibly best approach by the assemblage of teams integrating a multiplicity of disciplines. As a practical matter, the reality is that by focusing upon issues and blending the closely related disciplines, sometimes in teams, the understanding of the system is enhanced. The reward is in improving outcomes.

In my leadership of an advanced studies institute that I led for a quarter of a century, my advocacy has been for selecting projects based upon relevance rather than being able to demonstrate rigor. This is in contrast to what prevailed in the last half of the 20th century for most academics catering to criteria used by rank and tenure committees in academia.<sup>3</sup>

After the disaster of 9/11, my writing turned to the idea of a New Age of Enlightenment. My briefest presentation was in a *Cosmos Club Journal* article titled “Getting to the Roots of Terrorism,” with a subtitle of “Strategic thinking to solve a complex problem.” An excerpt of a single paragraph from the article published in 2004 is provided in a footnote.<sup>4</sup> Unfortunately, the premises for that strategic approach were wrong. The lesson that I learned from studying the roots of terrorism was that a complex adaptive system

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<sup>3</sup>As a matter of disclosure, I suppose I should note that I had the rank of full professor before the age of 40.

<sup>4</sup>The goal of the strategic approach is to undermine the future supply of potential terrorists by helping some of the most helpable Muslim groups to develop the attributes in their societal organization that will foster overcoming the problems that breed the conditions for terrorism. To achieve this goal means assisting social scientists with an Islamic heritage in developing applications of modernism to their culture. They may take what they see appropriate from the Western vision of modernity and integrate it into their own cultures, if they so desire.



call for a strategic approach necessitated a blending of disciplines, especially including nascent disciplines. That lesson was applied dealing with what is commonly called 2018 financial crisis, but what I have viewed as subprime crisis and capital market freeze that led to the Great Recession. This trilogy to foster the mobilization of an interdisciplinary team, ultimately crossing the aisle to get a declaration of reform to serve as America's third revolution in the same sense that the conversion of the nation's Confederation to become the Federation now known as the United States of America.

The trilogy's first book, *Common Sense Revisited: America's Third Revolution*, is intended to raise the level of consciousness of the crisis that is emerging and to identify a few paths that might evolve. However, one path is already started to evolve. It is from a free society to become an autocracy possibly in the mind President Donald Trump. It appears that he has designed an administration for that goal rather than for the benefit of society as a whole. Furthermore he has converted what was the GOP to what now may be described as the TRP (Trumpian Republican Party). If he is reelected president, I would be willing to place a substantial wager that before the end of the second term there would be an effort, in one form or another, to abandon the term limits for the presidency. A constitutional amendment permitting that would be a clear indication of one version of a Third American Revolution, a serious contender for being the saddest of them all.

The biological evolution of American Democracy having encountered decades of decay could become in its demise an autocracy. It is already arguably a plutocracy or least a hybrid between a plutocracy and a democracy. The 2018 midterm elections, producing the greatest representative diversity in the House of Representatives that Congress has ever experienced, indicated an inflection point for a different path. This book sees the potential of a different path that would take considerable time to evolve, but would eventually cross the aisle to what will become a GNP (Grand New Party) once the Trumpian Republican Party is defeated at the national elections and Republican Party restructures again.

A great deal depends upon what happens with the Democratic Party. If it restructures too far to the left, the polemics of continued

tribalism could lead to another contender for tyranny. A well diversified structure that would be comfortable for some moderate Republicans could well lead to an across the aisle restructuring that would provide a substantially more representative government that has evolved with gerrymandering and the electoral college.

The reconstruction of the Republican Party to a GNP (Grand New Party) may have the best chance of occurring if it occurs along with a restructuring of the Democratic Party that seeks to cross the aisle for the *Declaration of Reform* supported by enough of a restructured Republican Party. That could take a generation at least, a great deal depending upon how far left the platform goes in 2020 and what happens in 2024 with both political parties having involve some. If the tribalism continues, it is possible that America's Third Revolution could result in a tyranny of the left. The avoidance of that risk a well be a major factor in a restructuring of Republican Party.

This book is among the plethora of books dealing with the emerging crisis in some fashion with a multiplicity of premises. There are many fine ideas in the multiplicity of books, and some have come up with the strategic approaches. This book, and the other two books the trilogy, have cited many of the books and used brief quotes and even excerpts in an effort to facilitate the reader delving deeper in order to better understand potential paths for improving outcomes.

The three books are designed to provide a foundation for the pursuit of a strategic decision, or really set of decisions that would return America back to its path to a free society, and away from the path to a autocracy in which a two-party system will be destroyed leaving a tyranny that would end the *Great Experiment*.

The next subsection, *An Evolutionary Process*, provides a transition to the second part of this prologue, *Organization of Content and Perspective*.

### *An Evolutionary Process*

The evolutionary process of the Enlightenment was characterized with a rising slope of progress in the latter part of the seventeenth century and flourished in the eighteenth century until, as with

evolutionary phenomenon, a new stage emerged (a discontinuity in an evolutionary process), marked by the American Declaration of Independence. Arguably, for over two centuries, America led that new stage with a democratic political-economy, but then started a path of losing its relative position as the hegemonic nation in the global economy that had emerged. That rise and relative decline is typical of organic systems, including those of nation-states.

That regression could continue for a long time, or the system could be revitalized in a fashion akin to reinventing itself. Progress may require a shift to a new paradigm in order to better understanding the societal evolutionary process. The existing paradigm does not reflect the reality of how the system works and the political-economy loses its balance in the changing environment, partially attributed to external forces, but substantially attributable to endogenous injustices in the operation of the system, some of which is a failure in the development and dissemination of knowledge, but some of it is a matter of ethics or morality prevailing in the existing democratic system.

## ORGANIZATION OF CONTENT AND PERSPECTIVE

This treatise explores some aspects of the evolutionary process leading to the Declaration of Independence. The event of the Declaration marked the extraordinary transition *from envisioning* unalienable rights as the source of authority *to the establishment* of a political-economy; possibly considered as the Great Experiment.

The Great Experiment may be viewed as the establishment of a societal structure based on what became an American Democracy as a structure in which to pursue the ideals contained in the opening sentence of the second paragraph of the Declaration. That ideal may simply be labeled as liberty and justice for all.

After the American Revolution, it took centuries to make substantial progress towards the ideals espoused in the Declaration; the new societal structure needed to evolve to include African Americans and women. Back in 1776, the start was with voting rights only for white male property owners of at least 21 years of age.

The progress was reasonable for centuries, but unfortunately there has been a regression in recent decades. The shortfall, in part,

is attributable to a shortfall in an effective strategy for pursuit of the ideals of American Democracy. That inept strategy deals with the morality not being up to the tasks at hand and insufficient cooperation blended with competition. Furthermore, discipline development is needed to advance the other *invisible hand*, social capital, and the application of social technology.

The first part of the treatise provides a perspective of the declaration and some of its seminal ideas. Is composed of two chapters the first of which focuses on the declaration and the other invisible hand. Understanding the concept of the invisible hand is critical to understanding the system. The second chapter calls for a new paradigm in order to better understand the system and improve outcomes.

The concluding comment from the first two chapters is as follows:

The first chapter, *The Declaration and the Other Invisible Hand*, started with a discussion of the Declarations of Independence and its roots in the Enlightenment, especially the rights of the individual. Those rights to the pursuit of self interest are rooted in a cornerstone of the American societal structure; but the invisible hand perspective is widely misunderstood. The understanding would be significantly enhanced by including nascent disciplines and the concept of the other *invisible hand*, which is to what the opening chapter introduced as an initial step toward a paradigm shift.

This chapter, *The Declaration Encore in a New Paradigm*, calls for an encore declaration that commits to pursuit to the development of knowledge for rectification of the reversion of the progress that was made towards the ideals of the Declaration of Independence. It explored the process of the pursuit of a new paradigm, perhaps better described as a paradigm shift. Thus, first is the commitment to developing new knowledge sufficient for a paradigm shift.

The second part of the treatise discusses injustice as a cancer to our society. It is composed of two chapters; the first of which introduces the analogical model using human biology for the analogy. The second of these two chapters focuses on understanding the system.

There is no easy way to skip over this two paragraph insert to summarize the chapter.

However the following two paragraphs deals with part of it.

The mind of society is an emergent phenomenon just as is the mind of the individual. Society is an emergent phenomenon emanating from the agglomeration of individuals and their interactions produce what amounts to the mind of society. The question is, where are the brains of society?

The answer is something along the lines that of society's brains being an emergent phenomenon of the layers of networks of the brains of individuals. The concern is with the informational inputs, the processing of information to obtain knowledge, and the utilization of knowledge by intelligence to get some wisdom.

The mind of the individual, especially as to her sense of place and blend of reason and faith is discussed in the second book of the trilogy. That second book was written after this book because of the importance of the minds of the individuals in the choices they make.

The third part of the core narrative of the book consists of two chapters in what is labeled "Part III: Making Progress." The detailed table of contents, in effect, provides an outline. The easiest thing for the reader is to review that outline and take note of the appendices.

### *The Perspective of Critical Concepts*

Just as a physicist and a chemist looking at the same phenomenon may have different understanding of the system that is operating, so do social scientists and others see things differently. Part of the

process is attributable to what the observer is expecting when sensing inputs that are going to be integrated into whatever the opening perspective happens to be. If the mindset is not open, the grasp of reality is likely to be diminished.

The *invisible hand* is a critical concept. It is been misunderstood for centuries. As discussed in the first book of the trilogy, it is authored by two historians approaching the topic from different perspectives, both with a deep “shared passion for the question of order in the origins of modernity.” [p. xiii.] The book, authored by Jonathan Sheehan & Dror Wahrman, was published in 2015. It is titled *Invisible Hands: Self-Organization and the Eighteenth Century*. It “...charts how eighteenth-century Europeans learned to imagine an order that moved beyond both the mechanical worldview and traditional providence.” Its focus is on what is called *self-organization* in the context of what is known as emergence in the nascent discipline known as *complexity science*.

The lens of complexity science is used in all three books in there are ample references to other books utilizing the concept. Some books utilize the ideas, but don't burden the readers with unfamiliar terminology. In my not-so-humble opinion, learning the language of multiple disciplines so as to be better able to blend the concepts into an interdisciplinary approach to understanding an interdisciplinary situation embedded in a complex adaptive system with nonlinear relationships simply not understanding the system. But what produces worse results is a firm belief in a misunderstanding of how the system really operates. The shadows on the wall explanations from those in chains in the allegorical cave of Plato have been plaguing American Democracy.

Another concept closely related to the *invisible hand* is that of *markets*. A market contains emergent properties (characteristics) from interactions in networks that are micro to a macro network. Each individual sale of a property or loan placed with property as security is a node in a network of transactions. That network of transactions produce is an emergent property that is a characteristic of a market that is macro to the network generated the transactions, the micro network. Markets are complex adaptive systems, and as such evolved based upon changes in processes and structures.

Participants in the financial transactions engendered in the subprime crisis, the capital market freeze, and the ensuing Financial Crisis of 2008 generally did not sufficiently understand the reality of markets. Neither did the legislature fostered an excessive supply of mortgage financing, nor did the regulators. Some of the participants understood enough about it in order to profit from the situation, but the debacle of the Great Recession was totally unnecessary.

This book is not about that debacle, but it is about processes leading to structural changes that could avert or mitigate successive unnecessary debacles. The processes and structural changes expected to emerge from a better understanding of the system would contribute to the health of American Democracy and its survival. Its survival is in danger by the cancerous activity of rising injustices. The injustices of King George III led to the American Revolution; but our injustices to ourselves are now endangering our survival as a free society.

### *A Cooperative Effort to Improve Outcomes*

A cooperative effort to improve outcomes is called for if the American public really wants liberty and justice for all, not just for some. The example has been set with the origins of our democracy. The roots took sprout in the Age of Reason, also known as the Enlightenment. This is briefly discussed in the first two chapters of this book.

The prologue for the trilogy's first book, *Common Sense Revisited: America's Third Revolution*, after discussing the importance of some principal concepts, and using the Thomas Paine pamphlet, *Common Sense*, as the point of departure, suggest that we may have embarked upon a third burst of philosophical creativity. I am suggesting that such a third burst of creativity may provide us with a *New Age of Enlightenment*. Emerging from that burst of creativity there may be a process leading to America's Third Revolution. Such a revolution may be in the form of a transition through a societal restructuring accompanied by constitutional amendments that actually specifies the right to vote for a president of the United States without involving an electoral college that distorts the representation through gerrymandered districts.

The feasibility of such a transition is heavily dependent upon processes. Unfortunately, prevailing processes fall substantially short in the respect for institutions, especially rule of law. What is even worse is the gaming of the system in which the law is dominated by a powerful few using the law for their personal interests without regard for the national interest.

The political leadership has by and large eroded the norms and manipulated the system, frequently sacrificing national interests in the favor of promoting personal and political party interests. In short it will require a change in culture, not only in morality, but also in analytics.

The use of analytics is falling short not only with the voting public, but also with the leadership. Although most of the trade market for this book is for motivated learners interested in their civic responsibility, and others seriously concerned that changing environment is endangering their freedom, the prime target is thought leaders who can contribute to the formation of a leadership team.

The transition from the first to the second of America's revolutions, the move from a confederation to a federation, was led by a quartet with Congressional support.<sup>5</sup> The leadership for America's Third Revolution may well be drawn from the numerous contenders for the presidential nomination by the Democratic Party. Some of those contenders are disqualifying themselves by confusing the priority of self-interest and societal interest. The opening of this prologue make note of the concluding sentence of the Declaration of Independence, "And for the support of this Declaration, with a firm reliance on the protection of Divine Providence, we mutually pledge to each other our Lives, our Fortunes, and our sacred Honor."

It is that balance between self-interest and community interest, the mutual dependence on the political economy and other environmental conditions affecting one's quality of life in the quality of life of others, for which there is presumably care, "that what this section titled "A Cooperative Effort to Improve Outcomes" is about.

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<sup>5</sup> See the book by Joseph J. Ellis, *The Quartet: Orchestrating the Second American Revolution, 1783-1789*.



The narrative provide the line of reasoning of the treatise is an attempt for brevity in making the case for using the lens of complexity in order to better understand the system. This endeavor is part of a larger enterprise continuing process of education innovation. However that process has been sidetracked because the current endangerment of American democracy that is calling for a paradigm shift, and the cultural evolution, that would facilitate the creation of a Declaration of Reform. Such a declaration is envisioned as simply a step in the right direction.