

SYSTEMIC VISION format revised on June 20

2020s SYSTEMIC VISION

Prologue

About six years ago, the founder of this website was calling for a Declaration of Reform in a treatise that is the centerpiece of the timely trilogy's third book, **American Democracy: The Declaration, Pursuit, and Endangerment**. A great deal has happened since then. Some of it was simply a continuation of the trend identified about a decade ago in the study of the subprime crisis and capital market freeze. Then about eight years ago, the first of the essays that that is ensconced in this trilogy as an appendix was written (Liberty and Justice for All Some). The trilogy discusses the great deal in the context of the pursuit of justice, but the trend of results from the 2016 election became clear by the end of 2017 when the only significant bit of legislation of the new administration passed was in the form of a so-called tax reform. That triggered what is now the timely trilogy's first book, *Common Sense Revisited: America's Third Revolution*.

Dramatic changes are occurring this year (2020) with the pandemic and the associated recession underway. Those are discussed in in two overview essays ([name and link](#)) beyond the central overview essay focused on the timely trilogy, *American Democracy Endangered*. Additionally, the demonstrations calling for systemic changes in the financing and structure of law enforcement are indicating an inflection point in the processes and structures called American Democracy.

All of this leading to the discussion of a project started two years ago by the American Academy of Arts and Sciences, resulting in a just released (in June 2020) "final report of the bipartisan Commission on the Practice of Democratic Citizenship. It includes 31 recommendations to strengthen America's institutions and civic culture to help a nation in crisis emerge with a more resilient democracy."

That report is designed for political awareness and action that can make a difference utilizing strategies and. It is a superb and timely presentation It is highly recommended. [The link is](#)

These comments are drawn from the revision of the fifth chapter of the main treatise of the timely trilogy, *American Democracy Endangered*. The entirety of that [fifth chapter, Building a New Paradigm](#), is available as an e-booklet, for free. The book is not yet available for sale. However, the authors cited, and selected others, may receive access to a review and copy presentation by obtaining a password.

This is all part of an educational innovation designed to move toward making higher education available for free, or at a nominal cost, and to significantly increase the productivity of motivated learners. It starts by enabling readers to readily delve as deeply as they choose to satisfy reasonable standards of critical thinking. As an example, the box that follows contains some excerpts from the chapter that set the stage for building a new paradigm for analytics that would foster the development of a Declaration of Reform and the dissemination of knowledge that would enhance its feasibility for application in a free society.

Using this presentation as an example, you may simply skip the contents of the box and move on to the introductory discussion of some ideas that will facilitate the process of co-evolution of the electorate and society with the vision of what it will take to make significant progress in the decade of the 2020s based upon a vision rooted in claim of "unalienable rights to life liberty and the pursuit of happiness."

Or, the reader may click the link to [Chapter Five of BOOK THREE](#) for linking. When the whole book becomes available as an e-book, it will have a multiplicity of links to the other books in the trilogy and other content on this digital platform for motivated learners.

Team Building in Development and Dissemination of Knowledge

The concluding section of this chapter resembles a commencement address at a college graduation in that while its occasion is the formal end of a particular educationally related process; it marks the beginning of the next phase of the development and dissemination of ideas for class being addressed. It differs substantially in that the class being addressed includes scholars who in a multiplicity disciplines have successful careers in developing and disseminating knowledge in their specializations.

Getting a Turning Point

There is also a resemblance to the space program that astoundingly was able to accomplish the feat of getting a man on the moon – a man actually walking on the terrain. That feat was accomplished by a process which organized the teams of experts by blending representative from different disciplines within the teams rather than what is now or becoming an archaic structure in academia (the silo structure) and to some extent in business organizations...

That the rate of progress already accelerated was clear at the turn of the century. Acceleration of the rate of acceleration has yet to be demonstrated. But, this treatise is a call for the formation of a leadership team, perhaps numbering 36 persons, not only scholars in the requisite disciplines, but practitioners and enablers in societal change. Think of them as a counterpart to a selection from the Continental Congress who instead of drafting the Declaration of Independence will draft a paradigm as background to a Declaration of Reform.

A Declaration of Reform

Such a ***Declaration of Reform*** might start off along the lines of the following:

Whereas in the course of events the injustices of a free democratic society erode the political rights of the populace, depriving the majority of equality of representation through a malstructuring abilities to effectively achieve representation; and whereas equitable distribution of the fruits of economic distribution is denied through a structuring of the regulatory system that is deficient in balancing the natural forces of the market, now therefore it is resolved to assemble an array of scholars from a variety of disciplines that by being blended can provide a better understanding of the organic functioning of society in its evolutionary process, and along with enablers and practitioners with abilities to foster societal change enhancing social justice as envisioned in the Declaration of Independence and facilitated by the Constitution and Amendments thereto, along with such appropriate changes as are necessary for the ideals of liberty and justice for all....

...This educational innovation project is supportive of the American Academy of Arts and Sciences, particularly in its work through its bipartisan Commission on the Practice of Democratic Citizenship. By happenstance, by June 10, 2020, an essay was dealing with the evolutionary process that was being hastened by massive demonstrations protesting “Dysfunctional Systems.” In particular, the essay, *Unity Counts*, with about halfway drafted. The four sections are titled (1) Now Hear This; (2) An Evolutionary Process; (3) An Educational Innovation; & (4) Analytical Systems and Action. The three subsections to “Now Hear This,” titled (1) Massive Demonstrations; (2) Dysfunctional Systems; & (3) The Voice of the People. Here are the two opening paragraphs:

Unity counts, and so does voting. But they are not enough. It will take a systemic evolution to save our freedom. That evolution may have already started. The first clue is the massive demonstrations. They are an emergent phenomenon arising in the environment containing the combined impact of the pandemic and the recession.

That deterioration of environment had already disproportionately affected the black portion of America’s population. It was in this environment that the public viewed an outrageous abuse of police power. That injustice led to a needless death inflicted by a police officer who had the suspect under control, handcuffed and on the ground. The police officer, now charged with second-degree murder, persisted with the stranglehold using his knee for more than eight minutes, while the victim was pleading, “I can’t breathe.” Three other police officers stood by while the crime by the police officer was being committed; and not one of them attempted to try to save the life of the suspect who was allegedly being murdered.

The section on the educational had not been started, but it has been drafted. The development of the fourth section was awaiting receipt hard copy of the report; however, enough has been gleaned from the Academy’s website to update this chapter of the trilogy’s third book, *American Democracy: The Declaration, Pursuit, and Endangerment*.

That essay, *Unity Counts*, will be posted on the Discussion Platform of the DEEP website, as will an excerpt from this chapter. The educational innovation, of which this trilogy (*American Democracy Endangered*) is a part, is designed to facilitate the motivated learners delving deeper to better understand complex adaptive systems. It starts with a relatively simple linking process to improve the productivity of the motivated learner. But it goes much deeper as is discussed in the epilogue. In short, the intention of this project is to demonstrate that use of third wave technology for use in education can contribute to better outcomes in a variety of choices of how to deal with complex adaptive systems. In short, this endeavor is designed to foster utilization of third wave technology contributing to better outcomes endangerment of American Democracy being used as a case demonstration. It all may be viewed upon as a continuation of the efforts to better understand the system or to prevent the list damage to the quality of life in many dimensions.

Its relevance is indicated by the third paragraph of the essay, *Unity Counts* as follows:

All of this exists in an environment in which the dysfunctionality of the human species, and the dysfunctionality of *The Great Experiment*, American Democracy, has placed us in two crises. The first crisis is the pandemic. Globally, an excellent overview of how the world is doing is provided in a couple of pages in the Sunday Review section of the New York Times, May 31, 2020. It is authored by Thomas L Friedman, and titled “The World is Broken: Greed and globalization set us for disaster.” The four parts are titled as follows: (1) Sept. 11, 2001; (2) The Great Recession; (3) Covid-19; & (4) Climate Catastrophe.

The intent is to better enable all Americans to exercise their unalienable rights to life, liberty, and the pursuit of happiness. The process may require a paradigm shift from the misconceptions prevailing as to the nature of things, especially among the regulators and those of substantial influence through access. Furthermore, it may require a mode of language capable of communicating complex ideas in understandable form not only to those in the regulatory structure and with substantial access, but also to the populace so as to better empower them to making wise decisions.

The ideas of the ***Declaration of Reform*** might continue along the following lines:

Furthermore, it is therefore resolved that the team will develop and disseminate the body of knowledge to the society as a team writ large so that its self-organization in empowering its representatives will do so in a manner favoring the flourishing opportunities for all on an equitable basis. And, when a creative destruction is involved in societal transitions emerging from technological innovation, societal innovation will equitably deal with the fallout.

Since becoming acquainted with the nature of the report of the bipartisan Commission on the Practice of Democratic Citizenship, it appears that some of the results of the report may be used as part of the effort of fostering free public education emanating from the Discussion Platform of the DEEP website for exploration the American Academy of Arts and Sciences. As elsewhere discussed in this website, it is apparent that LLC would gladly share of the free literature that it owns with the Commission. The commission will need to make its own determination as to the *fair use* of the extensive use of quotations and citations provided on the website in order to facilitate the motivated learner delving deeper

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Introduction

The future is uncertain! However, it looks as though the decade of the 2020s will evolve with a vision of systemic change. Among the ways of viewing systemic change is building upon a triad of ideas. The triad starts with learning, so as to better understand the system. It proceeds with caring, so as to pursue desirable outcomes. And, it calls for justice, because adjustments must be made to outcomes to move closer to the ideals of “...unalienable rights to life liberty and the pursuit of happiness.”

Constituency

This website, Declaration Era Educational Press (DEEP), is designed to facilitate the formation of digital community centers using information technology to facilitate the exchange of ideas in the pursuit of justice. This website, and derivations of it, may be used by a variety of constituencies.

The largest constituency is the voting public, members of which wish to communicate with each other, and delve deeper to understand the system. Of special interest is the group of motivated learners who will delve deeper to get a better understanding of the system, and who will share their thinking, not only in social media, but in other interactions that search for truth.

The constituency that generated the pursuit of this venture is composed of thought leaders, and others whose career is devoted to delving deeper and sharing their knowledge. The main treatise of the trilogy was designed to lead to a *Declaration of Reform*. It was started well before the recent inflection points in the last few years led to an acceleration of the rate of change in our American Democracy. The call for institutional reform is directing our attention to the nature of changes that can be reasonably expected to evolve in the decade of the 2020s. This website is expected to contribute to the process of the formation of a leadership team that can help us return to the path pursuing the ideals articulated in the Declaration of Independence.

The constituency that will take the longest to develop, is that of the researchers who will be among the leaders in the third wave of the Internet evolution, especially enhancing the capability of the learners by the use of technology. Our education system is antiquated. It needs substantial reform. This website is an effort in that direction.

Learning

The learning approach is designed to enhance our understanding of the system. It takes us beyond the linear thinking prevalent in the 20th century and the silo construction of higher education that began an interdisciplinary approach by simply having the students taking courses in disciplines that were related to the issues at hand. A great breakthrough came in getting a man to the moon by building teams composed of experts in a diversity of disciplines.

The approach taken is to use the lens of complexity so as to better understand the emergent properties of nonlinear relationships impacting outcomes in which the changing environment has influenced the choices people make, and those choices in turn alter the environment. This ongoing process impacts the evolution that is under discussion.

The trilogy of books for this website were written before 2020, as was the centerpiece essay/booklet. They amply demonstrate the approach of using the lens of complexity. The challenge for the 2020s is to deal with the unfolding events, especially led by the dual disasters.

A shortfall of wisdom contributed to the botched treatment and the lack of preparedness for the pandemic, and the response. It is a great example of the consequences only linear thinking when the lens of complexity provides better results. The resulting recession will also be more difficult to handle because of excessive reliance on linear thinking. In order to further facilitate the learning process, two essay/booklets have so far been added to the website, using the lens of complexity. Events continue to unfold, and call for additional analyses. Some such analyses will be added to this website publication program, as events unfold in the decade of the 2020s. The approach taken, on this website, for the decade of the 2020s is to outline some of the expectations of what might reasonably unfold, and to discuss the approach of using the triad of ideas for a better design of process and structure in order to influence our quality of life.

Caring

The next idea, caring, may be more difficult to deal with because we are still influenced by the vestigial remnants of genetics that worked well in the early hunting and gathering stage of Homo sapiens, but are handicaps in modern civilizations with exceptionally high dependence upon the complexity of the environment in which one lives. The scale of interdependence is so great that it is difficult to understand the connection between individual behavior and larger scale outcomes. Furthermore, just understanding it is not enough, the discipline for behavior, in one form or another counts.

Understanding the idea of *caring* as influenced by scale can start with the planet Earth. The Homo sapiens referred to in the previous paragraph were those who inhabited the earth thousands of centuries ago. Humanity advanced so that by the time the Europeans in their colonization of the rest of the world took the land away from the Native Americans, the human species had advanced enough to know how to dwell on earth without disturbing its balance; at least the Native Americans learned enough of their intensity of use.

The idea of caring is easiest to see in terms of family relationships, and on into scales of tribalism. The scale of tribalism in American Democracy today is a regression of humanity in the realm of caring. The separation of children from family, as a tactic used in immigration border control, is an utter disregard of humanity in the sense of caring. It is a byproduct of linear thinking of those in power for their personal/political interests. An even stronger example linear thinking is in dealing with the pandemic.

Obviously the first two ideas (learning and caring) are closely linked. The latest inflection point in the evolution of the 2020s is the death of George Floyd on May 25, 2020 at the hands of the police officer who suspected him of attempting to pass a counterfeit \$20 bill. It has sparked national and international demonstrations.

The public, when seeing the video of the abuse of police power leading to a needless death, cared enough to take to the streets in demonstrations that has, as of this writing, lasted for at least two weeks. The demonstrators care about the injustice, including the sight of three other police officers standing by while the crime was being committed, and none of the three chose to attempt to stop what is now charged as second-degree murder.

The *sense of place*, especially of African-Americans, with knowledge of the abuse of power by white police officers in dealing with black suspects, even without probable cause, saw their freedom being threatened at a higher level by the discriminatory system of law and order; and they rebelled. Caring by many others has joined them, including by some white people who are fearful of being the victims of abuse of power by police who care little about other people.

Caring about humanity through the pursuit of social justice is a major element in what will emerge decade of the 2020s, and an element of institutional evolution, in the form of systemic change, going well beyond piece by piece reforms.

Pursuit of Justice

The pursuit of justice may take many forms. In American history, as we may think of it in terms of the United States of America as having started with the Declaration of Independence, and started as a rebellion against injustice. However, American history includes native Americans who were pursuing justice within tribal organizations, and with their relationships with other tribes, before the Declaration of Independence. Indeed, the founding fathers picked up on some of their ideas.

For about the first two centuries of our American history, progress was made toward the ideals articulated in the Declaration of Independence. But in about the last half-century, pursuit of self-interest has been dominating the evolution of our societal structure, and doing so with damage to the progress towards the equality of our unalienable rights. Even worse, the concentration of power has eroded the equality that the nation's founders claimed as unalienable rights.

The tragic death of George Floyd is a marker for restructuring the law enforcement system. A transition is underway from the control of law and order by the power holders who are not representing the diversity of interests of the public, to a leadership concerned with the broader aspects of community interests, including law enforcement. The greater control by the public is focused on protecting the public, not simply the law enforcement dominated by those who happen to have police power. It is too soon to tell how that will evolve, but it is a sign of reform to come, or maybe even systemic change.

The reform may not be enough. What may be required is a systemic evolution in which homeostasis is designed into the system so that there is less of a burden in the pursuit

of justice by intervention. The addition of nascent disciplines to the established disciplines in the silo structures of higher education can make a significant difference.

As a start we look at intervention of the system using the lens of complexity. It could apply the approach discussed in the book *Harnessing Complexity: Organizational Implications of a Scientific Frontier*, by Robert Axelrod and Michael Cohen. It focuses on generating emergent properties to intervene in components of the system. The next step would take a somewhat more complex view using a holistic approach, somewhat along the lines discussed by John H. Holland in his book, *Signals and Boundaries: Building Blocks for Complex Adaptive Systems*. That might potentially be designed to reflect what is alluded to in the second paragraph of the third overview essay, *Great Danger Emerges: Democracy Challenged*. It is as follows: “Systemic awareness, with self-correcting systems, is by far the most cost-effective approach. Human biology, with *homeostasis* as its self-correcting system, provides the model that is more cost-effective than conventional curing. It is a process providing a tendency to move toward stability in the face of changing conditions.”

All of this leads to interactions of different networks. On a global scale, we can learn a great deal from book by Stanley McChrystal et. al., *Team of Teams: New Rules of Engagement for a Complex World*. On a domestic scale we have two more books. [When available, these will be provided to a docent led tour that covers a selection of books referred to in this website.]

Unfolding Events and Expectations in Evolution

Under development is a presentation of some expectations of what might reasonably unfold. The start of this is the linked version of the third essay/booklet, *Great Danger Emerges: Democracy Challenged*. It is designed to be modified as events unfold.

As this is being drafted in on June 20, the Congress is in the process of what looks like will become some sort of compromise between the House of Representatives and the Senate. The compromise is likely to be an intervention in the system with some structural changes, somewhat akin to “the approach discussed in the book *Harnessing Complexity: Organizational Implications of a Scientific Frontier*, by Robert Axelrod and Michael Cohen. It focuses on generating emergent properties to intervene in components of the system.”

That is along the line of the vast majority of reforms discussed in the American Academy of Arts and Sciences “final report of the bipartisan Commission on the Practice of Democratic Citizenship. It includes 31 recommendations to strengthen America’s institutions and civic culture to help a nation in crisis emerge with a more resilient democracy.” The six strategies are as follows: identified as follows:

Strategy 1 Achieve Equality of Voice and Representation

Strategy 2 Empower Voters

Strategy 3 Ensure the Responsiveness of Political Institutions

Strategy 4 Dramatically Expand Civic Bridging Capacity

Strategy 5 Build Civic Information Architecture that Supports Common Purpose

Strategy 6 Inspire a Culture of Commitment to American Constitutional Democracy and One Another

In large measure, that two-year project, accomplished a great deal of what was envisioned in the concluding phrase illustrative draft for a Declaration of Reform. That phrase is as follows: “and along with enablers and practitioners with abilities to foster societal change enhancing social justice as envision in the Declaration of Independence and facilitated by the Constitution and Amendments thereto, along with such appropriate changes as are necessary for the ideals of liberty and justice for all.” Those strategies are for political actions advocated through enhancing civic engagement. They were developed by a bipartisan commission and will make a great deal of progress, especially since the Republican Party is likely to undergo another reformation fairly soon.

This digital platform of the Declaration Era Educational Press is obviously an innovative educational program. Its roots are in the founder’s career of educating the educators. That institution, Maury Seldin Advanced Studies Institute is a vestigial remnant of an academic career that went beyond three decades in academia with graduates and undergraduates. The consulting clientele beyond the private sector to include a wide range of governmental work and discipline development and dissemination. Maury Seldin LLC is designed to continue the process, or possibly a to be formed not-for-profit organization which will be gifted the nonexclusive rights to the intellectual property owned by the research and publication division of the Maury Seldin LLC.

The three constituencies identified in a boxed inclusion are (1) the voting public; (2) the developers and disseminators of knowledge; and (3) the researchers. The Homer Hoyt Institute, of which the founder of this LLC was president as its founding in 1967 and retired as chairman emeritus after more than four decades of leadership, was founded to continue the discipline development tradition of its benefactor Homer Hoyt. The Maury Seldin LLC has picked up on an approach after six decades of discipline development and dissemination, not counting a decade of formal education that was blended with real estate experience that facilitated understanding of complex adaptive systems work and evolved long before the nascent disciplines started a rapid pace of development.

The trilogy is being built upon a model using the analogy of human biology. The third of the overview essay/booklet, Great Danger Emerges: Democracy Challenged utilizes analogies from real estate and urban development in presenting an understanding of co-evolution. The phrase “location, location, location” is hackneyed. Consider the phrase “location and timing.” Great many experienced, astute investors are receiving unwelcome surprises because of timing. More surprises are in order. You may read or skip the next box item. It is from the third overview essay/booklet.

Forecasting Co-Evolution

Forecasting co-evolution in America’s political economy is highly uncertain the reasons just discussed in the previous section forecasting outcomes from the current recession. The question becomes especially relevant, however, in the context of design.

Thus, the question on the table is how do we design processes to favorably influence outcomes? The approach we are taking here is to consider the potential for mechanisms for controlling land-use.

The role of land-use as a critical factor depends on what outcomes we want to influence. We started this discussion because social distance makes a significant difference in the spread of contagious diseases in the form of epidemics. We can expand the range of potential outcomes if we include communication as an element of education, which is what this demonstration research is all about. The information revolution has significantly altered communication patterns, generally as an exploitation of the users by getting information on their behavior and using it as profit base for the enterprise. In what is now being called *the third wave of the Internet*, there is the potential for focusing on welfare of the user by enhancing the user's education. The better choices by the users, better education, are the foundation for the assumptions of what will evolve. These choices relate to roles in individual participation in the economy, in the political environment, and the general societal structure.

In any case, the bar at the top of the scrolled presentation provides a variety of options. The one containing three paragraphs is *Great Danger Emerges: Democracy Challenged*.