



**GREAT
DANGER
EMERGES**

**DEMOCRACY
CHALLENGED**

THE ESSAY FOR THE
TIMELY TRILOGY BOOKLET SERIES
FOCUSES ON A RECOVERY STRATEGY
FROM THE TWO CRISES

by Maury Seldin LLC

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FOCUSES ON A RECOVERY STRATEGY FROM THE TWO CRISES
GREAT DANGER EMERGES



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FOR REVIEW AND COMMENT

This booklet has companion booklets that include excerpts from three books titled *Common Sense Revisited: America's Third Revolution*, *Perspectives for a Sense of Place: Voter Empowerment*, and *American Democracy: The Declaration, Pursuit, and Endangerment*.

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**Great Danger Emerges
Democracy Challenged**

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BACKGROUND LEADING TO BOOKLET AND WEBSITE

THE WEBSITE, the **Declaration Era Educational Press (DEEP)**, an affiliate of Emily E Press, is the website for the Research and Publication Division of the Maury Seldin LLC. The founder, Dr. Maury Seldin, established it as a follow-on to an exploratory wiki derived from a Homer Hoyt Institute research program initiated because of the subprime crisis and capital market freeze. That research program evolved to become known as the “*Homer Hoyt Institute Research Initiative*.” A one-page description of it is on the web; but there is substantial detail in the several pages of end notes.ⁱ

The website is a vehicle for an innovative educational approach that is rooted in the idea of facilitating an increase in the productivity of motivated learners by providing options for delving deeper to satisfy critical thinking, and by framing presentations in a fashion that facilitates using a lens of complexity. The lens of complexity focuses on dealing with uncertainty when the system contains nonlinear relationships among choices made and outcomes. The uncertainty exists because of choices made by others in the changing environment and because of contingencies. The approach calls for strategies such as a minimax approach in which the decision-maker seeks to maximize the benefits of outcomes within the constraints of tolerable unfavorable outcomes.

Lens of Complexity

The shortest published presentation authored by the founder to describe the approach is in a four-page article, *Getting to the Roots of Terrorism: Strategic Thinking to Solve a Complex Problem* published by the **Cosmos Club Journal** (2004, Volume 13). The link to the article isⁱⁱ [GETTING TO THE ROOTS OF TERRORISM — Cosmos Club] That short publication, and a monograph, evolved from the ASPEC Center for Scholarly Enterprise project titled *Improving Strategic Decisions*.ⁱⁱⁱ The monograph, *The Challenge to Our Thought Leaders*^{iv} includes the second chapter that is titled

“Enhancing the Quality of Life.” The link to the monograph is as follows: <https://tinyurl.com/y8t3jrzo>.

Interdisciplinary Approach

Although the aforementioned projects utilize the lens of complexity that is built upon nascent disciplines including *network science* and *complexity science*, earlier work by the founder of the Maury Seldin LLC was using the interdisciplinary approach in developing strategies for dealing with uncertainty for courses in real estate and urban economic development, utilizing computerized games, starting in the late 1960s. The book titled “Environmental Laboratory for the Social Sciences” contains a chapter reporting on the experiences at the American University in real estate related courses, circa 1970.^v

Educational Innovation

The educational innovation was started with the very first research project conducted by Maury Seldin upon his arrival at The American University in 1965. It was to understand how land values in a section of Arlington, Virginia increased tenfold within a few years. The answer was an exceptional cooperation and coordination in the public sector among the planning/zoning authority, public works authorities, and taxation authorities. That led to a proposal to HUD for a market information system that would provide guidance. The result was a demonstration project by Fairfax County providing an urban development information system. Among the impacts, was a revision in state regulation by Virginia countering exclusionary zoning. That project led to numerous expert testimonies relating to land-use.

Markets and Emergence

That project was among numerous projects that provide a better understanding of the role of markets in blending diverse interests. Other expert testimonies built upon understanding of markets and values including being the last expert in the Exxon Valdez case testifying that preservation land has market value. Another understanding of markets was demonstrated in a research project

for the Northern Marianas Political Status Commission. It was land valuation to be used for negotiations of rights for use of the land for national security purposes. These all relate to understanding how systems work, frequently focus on the valuation process. Maury Seldin's first publication on valuation process was published by the *Appraisal Journal* while he was still a doctoral student in the late 1950s. The most recent publication on valuation was about sixty-five years later. The article titled, "Hidden complexity in housing markets: a case for alternative models and techniques," is co-authored by David Wyman, Elaine Worzala, and Maury Seldin. It is published in the *International Journal of Housing Markets and Analysis* Volume 6, Number 4, 2013.

Books Published and Other Stuff

The book publications started with *Real Estate Investment Strategy*, co-authored by Richard Swesnik, and published by John Wiley & Sons. It was in publication for two decades and three editions. Most of the other works were published by Dow Jones Irwin, but some were published by Prentice-Hall companies. These were focused on real estate analytics.

The Maury Seldin perspective of real estate as an interdisciplinary subject is recorded back to the early 1960s in a keynote speech to Rho Epsilon, the national real estate fraternity, at its national convention held at the University of Southern California. Maury Seldin was on the faculty as an assistant professor. He was a full professor by the age of 40, and retired from the American University as a chaired professor emeritus in 1990, after twenty-five years of service.

Since then his work continued with Hoyt Group activities, seminar leadership and ASPEC (Academy of Senior Professionals at Eckerd College) and varied authorship activities.

The DEEP website and the trilogy are part of the to-be-transferred property to a to be created not-for-profit organization designed to carry forward the innovative processes designed to improve the effectiveness of higher education. The LLC vehicle is serving to provide an intermediate stage during which an appropriate leadership team may be developed.

ENDNOTES

ⁱSee Fall 2011 —“Homer Hoyt Institute Research Initiative.”



ⁱⁱSee **GETTING TO THE ROOTS OF TERRORISM** — Cosmos Club; in the *Cosmos Club Journal* (2004, Volume 13). <http://www.cosmosclub.org/journals/2004/seldin.html>.

Maury Seldin (CC 1982) is a chair professor emeritus from The American University in Washington, D.C., and heads a Florida-based social science think tank (<http://hoytgroup.org/>).

ⁱⁱⁱSee ASPEC Center For Scholarly Enterprise (ACSE) <http://www.spicequest.com/acse/>.

ASPEC Center For Scholarly Enterprise (ACSE) Scholarly Enterprise is evidenced by creative and rigorous research, undertaken either for personal intellectual satisfaction or with the goal of adding to the literature of the field, which leads to results that are subject to peer review.

^{iv}See *The Challenge to Our Thought Leaders*

<http://hoytgroup.org/wp-content/uploads/2012/12/The-Challenge-to-our-Thought-Leaders.pdf>.

^v*An Environmental Laboratory for the Social Sciences*. <https://tinyurl.com/wb986eu>.

PERSONHOOD

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 a societal structure to better facilitate progress toward the ideals espoused in the Declaration of Independence.

Maury Seldin, the author of the trilogy, *American Democracy Endangered*, of which this is a part, has sold his authorship rights in the trilogy and the vast amount of supporting 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 school's 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.

GREAT DANGER EMERGES DEMOCRACY CHALLENGED

PREFACE

The disruption of the pandemic is a Great Danger that appears to add to the challenge for the survival of American Democracy, also known as the *Great Experiment*. As is discussed in the trilogy, *American Democracy Endangered*, research on the subprime crisis and the capital market freeze that provided an understanding of what led to America's Great Recession and the 2008 global financial crisis also provides an enhanced perspective of what led to our lack of preparedness and ability to deal with coronavirus that emerged to become a pandemic.

This overview essay is utilizing the analysis of the emergence of a pandemic for the United States and our ability (or shortfall thereof) to deal with the coronavirus as a second case study to demonstrate an educational innovation. The innovation is in the approach for improving the productivity of the learning process. In a sense, its scale is smaller than the scale of the first demonstration project focused on the endangerment of American Democracy. The approach is educational experience in academia dealing with a multiplicity of disciplines related to land use, real estate investment strategy and analytics, local economic development. The approach is widely applicable to social sciences. It is, however, somewhat audacious to choose a case demonstration of such great magnitude.

This overview essay differs from the main overview essay (that is the centerpiece of the DEEP website) in that it is focused on endangerment of the democracy as an institutional arrangement from inadequacies internal to the system, whereas, this essay extends to shortfalls in dealing with external relationships in a global system. In both cases, there is a consideration of co-evolution of the electorate and its leadership. Using a biological analogy of our nation's biology being analogous to human biology with societal organs of social science disciplines, and our internal and external self (global relationships), we are focusing on a health perspective

that deals with the coronavirus, although we will touch on economic, political, and sociological external relationships.

In both cases we are using the lens of complexity as a means to better understand outcomes of choices made in process and structure. The sharper focus on the tragedy of the pandemic of the coronavirus deals with the same substantive concepts, but it is approached by focusing on choices made by individuals, especially in civic engagement. The plan for including the coronavirus originally called for a significant modification of the trilogy's second book, *Perspectives for a Sense of Place: Voter Empowerment*. But, for now, we are using the opening chapter of the trilogy's second book as a conceptual departure discussing the three-book series because of the co-evolution approach.

Essentially, this approach is a hybrid between an interdisciplinary education focusing on a liberal education serving a wide range of subject matter and what is often thought of as a highly specialized field, real estate, including urban land use. But the focus is still on enhancing the quality of choices by individuals through a better understanding of the system, facilitated by innovation under development and to be followed, hopefully, by further research.

The essay has three chapters. The first is AWARENESS OF YOUR RIGHTS. The second is GREAT EXPERIMENT CHALLENGED. The third is an epilogue leading to the development of an interdisciplinary team capable of designing a recovery from both the pandemic and the recession, the depth of which is uncertain. An overview of the coronavirus is embedded in the context of the American Democracy as an organic system. The ensuing parts present a perspective of three social science disciplines (hybrids) that may be viewed as organs in the American democratic system as follows: (1) economics/business administration; (2) political science; and (3) sociology/culture.

PROLOGUE FOR GREAT DANGER EMERGES DEMOCRACY CHALLENGED



This booklet, *Great Danger Emerges, Democracy Challenged*, is an alternative introduction to the timely trilogy. It focuses on developing a strategic societal design for the recovery from the dual crises by using a better understanding. It focuses on your success in living in a free society.

1. *Common Sense Revisited: America's Third Revolution*;
2. *Perspectives for a Sense of Place: Voter Empowerment*; &
3. *American Democracy: The Declaration, Pursuit, and Endangerment*.

The general introduction is in the overview booklet, *American Democracy Endangered: Restructuring American Democracy*.

This booklet is also provided in digital format on the website titled *Declaration Era Educational Press (DEEP)*. That developing website will facilitate distribution of the books when published for sale in hard copy and in digital format. Considering time pressures, especially facilitating other authors contributions and modifying the review and comment only paperbacks, and the time it takes to move the already drafted books from current files to book design and publication, it is possible to provide links to yet unpublished passages or sections of the book in order to enable motivated learners to delve deeper without having to buy anything. **You can get a substantial education from this website without having to buy anything.** Apps provided for that purpose, when they become available, will be free.

Each book was designed to present as briefly as deemed feasible the line of reasoning providing the path towards the main treatise contained in the third book of the trilogy. The digital platform's opening essay (The 2020s System Vision) has an excerpt of a chapter in the third book that discusses the treatise [[the link is to be provided](#)].

The main texts in the books in the trilogy have supplements that include prologues, epilogues, and endnotes. Additionally, there

are appendices that are as voluminous as the core text. The hard copy publication of each book may simply focus on the main line of reasoning without the full range of supplements designed to enable the motivated learner to delve deeper.

The *Declaration Era Educational Press* digital version will contain links among the books in the trilogy and to the web to enable the reader to delve deeper. In some cases, discounted versions of related books may be available through the website.

Traditional book publishers heavily focused on cutting costs relative to competitive prices may desire to significantly cut costs by not including any or all of the appendices, and by reducing the number and/or length of endnotes. Additionally, because the jargon of nascent disciplines is used to explain the concepts in dealing with complex adaptive systems, some of the traditional publishers may choose to engage in what is known as a *translational science* approach (known in medical research as “bench to bed”) by use of editing and potentially even rewriting text to facilitate the knowledge dissemination more directly to the broader trade market. **The Maury Seldin LLC acquired from Maury Seldin the individual authorship rights that he possessed, and is willing to permit substantial translational science presentations by traditional book publishers so that they could target segments of the book market.**

The marketing plan for the trilogy is focused on three markets as described in the central overview booklet, *American Democracy Endangered: Restructuring American Democracy*. This is the third overview booklet focused upon awareness of the challenge of our democracy, and the recovery from the pandemic and the recession. It is titled *Great Danger Emerges: Democracy Challenged*.

Our main concern is with education, not profits. So, the website is designed to enable motivated learners to get a substantial education without having to buy anything. Information on free copies will be available upon request.

DANGER AWARENESS

A Strategic Approach

A strategic approach to danger starts with awareness. Danger awareness provides an opportunity for prevention. The cost to cure is often substantially greater than the cost of prevention. Awareness, however, is a precondition for prevention.

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.

The operation of the system is dependent upon information and energy. The quality of the information and the processing system influence the outcomes. Choices in the process are heavily impacted by discipline, self-imposed, or externally provided.

Morality in Business Enterprises. Some of such discipline relies on morality in the system. That morality goes beyond the observance of the law, it goes to the observance of norms of behavior. Our democracy *will not survive* if the system is exploited for personal benefit without the regard for reliance on processes essential for a free society. Those processes include truth to the leadership in power, and truth to the power of the people. That will be the focus for most of this discussion. But first we need to pay some attention to the key role of business enterprises in our organic system of society.

Organic systems have limitations of tolerance to parasitic behavior and other exploitive cancers that spread through the system. This small section is commenting on business. The major discussion will focus on individual rights.

We will use the human biology model of an organic system as an analogy that may effectively be used to illustrate the basic concepts of organic systems as complex adaptive systems. The essence is in process and structure. The structure at any point in time impacts the process, and as the process operates considering the environment,

the interactions generate an emergence that alters the structure. The latest case as of this writing is the misuse of funds provided through the Small Business Administration's loan guarantee program under the Paycheck Protection Program (PPT). It is a loan program designed to help businesses keep their workforce employed during the coronavirus crisis.

In the first round of the Paycheck Protection Program, the process was so loosely constructed that the certification of the borrower focused on “current economic state makes this loan request necessary” to their operations without an adequate process for ensuring that the funds would be directed as intended. [See *The New York Times* article, April 27, 2020, *Large Companies Take Bailout Aid In Dubious Gains*.] The article is by Jessica Silver-Greenberg, David Enrich, Jesse Drucker, and Stacy Cowley.

The article reports that “Instead of having the Small Business Administration, which is guaranteeing the loans, decide which companies get funding, the process was essentially outsourced to banks. Banks collect fees for each loan they make but don't have to monitor whether the recipients use the money appropriately.” The next paragraph reports that: “For small business owners shut out of the program, watching big companies collect loans while their applications languish has been infuriating.”

The article cited provides a great deal of detail, including the voluntary return of the funds loaned to some companies that had available alternate sources of funding. The point here is that, aside from the lack of adequate program management by the federal government, the commercial banks were simply making money on the loans to their established customers without regard to the intent of the program to help the survival of small businesses as a means of soften the impact on employment. Furthermore, some companies, with alternative financing sources, showed no consideration for

program's intent to support the survival of small businesses and jobs and employees who without the help to the companies for which the program was intended, will be destitute. **With this disregard for the caring for others through democratic institutions, there is a danger of the survival of the institutions.**

Before we turn to the protection of your rights to the process of government, you may wish to consider morality in the behavior of businesses with which you do business; not only with regard to the pandemic, but in general. **If you don't discipline them with your choices as to with whom you will do business, you will be passing up the opportunity to contribute to the retention of the freedom that you have in what remains of our democracy.**

Protection of Your Rights. The protection of your rights through the political process was the theme for the origination of what started as an essay, *Great Danger Emerges: Democracy Challenged*. The essay was first conceived for inclusion in the revision of the trilogy's second book, *Perspectives for a Sense of Place: Voter Empowerment*. The opening paragraphs of the first chapter are as follows:

If you are unaware of the erosion of your rights as an American, then you have not thought enough about what has been impacting the quality of your life. If you are aware of the shifts in the distribution of wealth and income that have occurred in recent decades, and the shifts in power that have impacted the rules governing American Democracy, then it is time to focus on restoring your rights in American Democracy.

As an American, what do you consider to be your most important rights? Whatever they may be, have you considered what you need to do to protect them? We are discussing a matter of justice. It was the pursuit of justice by the colonists that led to the Declaration of Independence. And, it was the pursuit of justice that led to progress towards the ideals articulated in *The Declaration*.

Since that first chapter was drafted for printing as part of a review and comment paperback book, and for posting on this website, the coronavirus has emerged globally, and is thriving in

America. The impact in the fifty states has varied widely, and generated competition for scarce protective resources. It has also raised questions with regards to relationships between the federal government and state governments, especially because the federal government was ill-prepared.

A third paragraph could be added to those two opening paragraphs of the first chapter. Consider the following possibility:

As an American, you have the right for the protection of your physical safety by government. The federal government is charged with dealing with danger from external sources. Considering that some of your rights have apparently been eroded with the necessity of countering endangerment to your health from the pandemic originating in the foreign environment, with a domestic disruption in economic activity affecting your quality of life that will be experienced negatively, at a level somewhere between the Great Recession and the Great Depression, what are you going to do about it?

There are two stages to consider. The first is the time period in which the pandemic is so disruptive that there is a really hard choice between quality-of-life considering health and survival, and the quality of life considering the other variables — both for you and others. It is likely that the absence of widespread use of a vaccine for adequate prevention of the disease among large groups of people, at least until the summer of 2021, will leave us with protective procedures that are the main means of protecting the health and survival of large groups of population. This first period of time is one of basic restraint to the spread of a highly contagious disease, with the most feasible, and least painful, balanced approach of dealing with the economic consequences for the people of the local economies in their health, especially the ability to survive death of the virus.

We have created an additional overview essay to deal with that time period. Here is an excerpt from the opening paragraph of that first overview essay (*IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*):

... so if you want to live in a free society, then you had better get a really good understanding of your role in what it takes in societal design to achieve that goal. Obviously, you can make your own assessment of what you need to know and do. While you are at it, you would be wise to consider what others will do, especially your elected representatives. [The link is to [IT IS TIME TO DECIDE!](#) and the opening section is Recognition of Reality.]

This essay/monograph (*Great Danger Emerges: Democracy Challenged*) is focused on co-evolution for the recovery from the crisis once the pandemic is under enough control to be able to have the major focus on the economy. The other essay (*IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*) discusses the trade-offs until the pandemic can be constrained enough to recover from an economy that has been destroyed as part of the protection of human health and life from the destructiveness of the coronavirus.

The Change in Economic Environment. Make no mistake about it, our economy is going to be devastated by the pandemic. It is uncertain if what is underway as a recession will wind up being a depression on the order of the Great Depression of the 1930s. It is highly uncertain what the economy will be like when the recovery starts.

The patterns of change in our economy produce a highly irregular mosaic. The decade of the Great Depression and recovery was blended into a brief World War II period with a sharply different pattern of production. The quarter of a century that followed World War II was the finale of the one-hundred years in which the Industrial Revolution has spurred the economy by increased efficiency in the production of goods and services that pivoted around 1970, to the beginning of the Information Revolution.

The five decades from 1970 to 2020 included two overlapping patterns. One is in the information revolution which by 1985 started the first wave of the Internet. It includes what Steve Case (in his book *The Third Wave*) identifies three waves in the Internet age. The first (1985-1999) was “BUILDING THE INTERNET Laying the foundation for the online world.” The second wave (2000-

2015) was the “APP ECONOMY AND MOBILE REVOLUTION,” that brought search and social networks as well as media for e-commerce. The third wave, INTERNET OF EVERYTHING (2016-) is a “Ubiquitous connectivity [that] allows entrepreneurs to transform major, real-world sectors.” One of those sectors is discussed in his section on transforming education [see pages 46-47]. His opening paragraph in that section starts with “More personal. More Individualized. More data-driven.” The second paragraph starts with “Third Wave organizations — both for-profit and nonprofit — will leverage technology to revolutionize the way we learn.”

The other overlooking pattern in the five decades from 1970 to 2020 was in recessions. The first couple were quite ordinary. One was from the savings-and-loan crisis (from July 1990 to March 1991). The other was a boom and bust of dot-com businesses (from March to November of 2001). However, that recession was worsened by the 9/11 disaster. The pattern changed with the Great Recession of 2008-2009. Those somewhat ordinary recessions were followed by the following:

2008–09: The Great Recession (<https://tinyurl.com/y4hl8x7o>) was the worst financial crisis in the United States since the 1929 Depression.³⁸ It also was the longest-lasting: from December 2007 to June 2009. The subprime mortgage crisis (<https://tinyurl.com/yaadsybn>) was the trigger. That created a global bank credit crisis (<https://tinyurl.com/y8vtau9b>) in 2007. By 2008, the credit crisis had spread to the general economy through the widespread use of derivatives.³⁹

The economy shrank in five quarters, including four quarters in a row. Two quarters contracted more than 5%. In Q4 2008 (<https://tinyurl.com/y6vfsquo>), GDP was -8.4%, worse than any other recession since the Great Depression.⁴⁰ The recession ended in Q3 2009, when GDP turned positive, thanks to an economic stimulus package.⁴¹ (<https://tinyurl.com/jule7xw>) These are as reported by <https://tinyurl.com/yxh9o2fm>.

The founder of the Maury Seldin LLC, when serving as board chairman of the Homer Hoyt Institute, led the formation of a research program that started looking at the subprime crisis in 2007. See the newsletter linked as Fall 2007 (<https://tinyurl.com/y3rdlzje>) with the lead story “Don’t Panic Yet: Strategies Emerging to Deal with Subprime Crisis A Research Roundtable” co-sponsored by the Homer Hoyt Institute (HHI), University of Pennsylvania Urban Research Institute, the Hudson Institute, and the Institute for Public Policy at George Washington University. Then see the newsletter supplement of Fall 2011 (<https://tinyurl.com/y62gm84n>) — “*Homer Hoyt Institute Research Initiative.*” The text of that supplement is a single page; but the two pages of end notes will support the credibility of the comments that are about to be presented.

It appears likely that the rebuilding process will not produce a pattern of activity that resembles the pattern that emerged during the decade of rebuilding after our unnecessary Great Recession, and the global financial crisis of 2008. Business networks, and relationships that existed domestically and globally prior to the pandemic and a recession, will likely have some remnants, although it will be the beginning of an era that will also be markedly different from the 50 years of growth (1970 to 2020] that was fed by the Information Revolution, and the century before when growth was fed by the production that was present in the last part of the Industrial Revolution, the hundred years from 1870 to 1970 in which the first two phases of the Internet marked the difference, it will go beyond those two first waves of Internet into what may be called the *Third Wave*.

This expectation is in the context of how we deal with the pandemic and the future of our democracy, with a co-evolution of the electorate and the society as a whole. It has the potential of becoming a *New Age of Enlightenment*. But it also has a chance that *The Great Experiment*, also known as *American Democracy*, will have failed; and our freedom will have been lost for generations to come.

Co-Evolution of the Citizenry and Society. A great deal depends upon the co-evolution of the citizenry and society. The combination

of the global pandemic that is underway, and the global recession/depression that is at its early stages at the time this is being drafted, is going to significantly alter behavior of the American population and the structure of the economy. At the core of the co-evolution of the economy are the business enterprises upon which the majority of the population depends for its livelihood.

Closely connected to that core of business enterprises, in terms of relationships, is government at all levels. Obviously, there is regulation, or lack thereof, at the foundation of the relationship. However, as to be soon be noted, there are also governments as employers, and their funding of the defined benefit plans typically used for the retirement programs.

Under threat, as of the date of this draft modification (May 12, 2020), is an intensification of the recession/depression underway because of a shortage of funds by state and local governments available for dealing with public health care programs at the sacrifice of laying off "...teachers, police officers, emergency medical workers and firefighters." That is from today's *The New York Times* article "STATES COVET AID, BUT IT MAY HINGE ON POLITICAL HEW: G.O.P. SPLIT IN CONGRESS: Some Lawmakers Balk at More Help for Reeling Democratic Areas," by Emily Cochrane. The article continues with discussion of some Republicans looking "...to place strict limits on any funding to steer it away from heavily Democratic states, such as barring aid from being used to cover pension obligations. That would disadvantage states like California, Illinois and New York, whose huge obligations to public employee pension systems are worsening their financial problems." The article continues noting a request from the Democratic leader of the Illinois Senate to include funding "to bolster the states."

What the article does not discuss, and that is apparently not received much attention is a co-evolutionary aspect of several organic parts of the system. The first is the fostering of homeownership to subprime borrowers and the government and lenders that went well beyond reason because government did not understand enough to properly regulate the system, and business enterprise (with the cooperation of the public) exploited the system leading to the Great Recession, and to the 2008 financial crisis. At the same time, the

federal government with the history of substantially increasing the federal debt, in large measure by Republican sponsored tax reforms, placed the government in a difficult position for the heavy reliance normally expected by use of fiscal policy rather than monetary policy for recovering from recession. Thus, when the Great Recession occurred, an exceptional reliance was placed upon monetary policy, rather than fiscal policy, for recovery. In the decade of recovery interest rates were driven so low that the funding of retirement programs heavily reliant on debt investment, had to consistently recalibrate their requirements for government funding of the retirement programs. The retirement programs that were most hurt were in states in which the growth of the economy, and productivity, was heavily concentrated in the major metropolitan areas. Those happen to be predominantly blue states rather than red states which, in general, lost out with globalization and the onslaught of the Information Revolution as they affected their share of the benefits of economic growth. The evolutionary process increased the concentration of wealth, resulting in younger generations having lesser economic prospects than experienced by their parents, during their parents' youth.

This lack of understanding of co-evolution, and the lack of administrative preparedness and the capability of program management, including the recovery from the Great Recession, especially during the Democratic administration that apparently did not understand what was necessary for restoring the system's health from the standpoint of the masses was a significant factor. Then it was supplemented with cooperation in easing the banking regulations designed to prevent recurrence of the next debacle. In short, the public's disenchantment with the establishment grew so great that it would take almost anything that was not establishment; and it looks like they did, with a president ill-equipped for national leadership. That choice contributed significantly to the dual disaster in progress. The realization is expanding to include increasing concern by Republicans whose party the "almost anything" took control of. That disenchantment that leadership is spreading, especially as is noted by the Dedicated Americans Protecting Democracy | The Lincoln Project (<https://lincolnproject.us/>).

This project is intended to be nonpartisan. It predicates the survival of American Democracy as requiring at least two political parties and having discipline imposed by the electorate. The erosion of the fairness of the system through exploitation by political leadership pursuing their own interests, political and personal, rather than the interests of the electorate that they purport to represent. They rely heavily on financial support from those that they regulate, the Supreme Court's decision allowing corporate funding to dominate the regulatory system is destructive to the survival of the system.

The behavior of the leadership of the business enterprises, especially aided and abetted by the banking system, is going to give that leadership a lesson about the *tragedy of the commons* [the link is an excerpt from Appendix G of BOOK THREE (yet to be added)]. Some business leadership may learn the lesson on their own, and engage in reform. But, some of the public and the government will obviously learn the lesson by the time the depths of the recession/depression has been reached.

As to the banking system, now would be a good time to watch a rerun of the film *It's a Wonderful Life*. That recommendation arises because it indicates that local financial institutions have ties to the community that recognized the impact upon stakeholders. It is significant because community ties at any scale produced a social capital and make a difference in the quality of life. By chance, that film, *It's a Wonderful Life* was also recommended by Larry Diamond in his book *Ill Winds* in the opening paragraph of his final chapter, CONCLUSION: A NEW BIRTH OF FREEDOM. On the next page (286), he discusses the point made in the context of the global crisis of democracy, with particular attention to our recent abdication of global leadership in global democracy.

The analogy is relevant because both references utilize the concept of co-evolution. Aside from the point here being made about co-evolution citizenry society, Larry Diamond is making a point about co-evolution of American Democracy and global democracy. The analogy is further relevant because he is talking about "A NEW BIRTH OF FREEDOM."

You may reasonably expect a restructuring of the banking system so that it could properly perform its function. It is going to take a better awareness and understanding of the system to lead to that restructuring. The leadership, public and private, did not learn about that in the 2008. The repeat lesson will come across stronger.

Business enterprises that comprise the organ of the economic system, with its concentration of power, have impacted the evolution of the political economy, and the societal structure. The crippling of the economy that is underway is going to set the stage for an alternative vision to that embraced by those currently in power in the political economy.

The reliance of the nation on the national government for leadership in preparing for disaster and performing its responsibilities in program management has been so disappointing that when the recession bottoms out, probably in the form of a rival to the Great Depression, a new pattern will emerge. That is what happened in the Depression of the 1930s in the revision of the role of the federal government. In this next round, the reformation may well take a different format; rather than increasing the role of the federal government, it may reduce that role in favor of greater reliance on what is structured to be 50 sovereign states united in a common cause for protection from external threats, but starting to bond together for common regional interests, and perhaps a redistribution of power as between the states and the federal government. We return to that idea later in this essay.

Dealing with the pandemic is obviously a start. But the economic interests cluster by region, and the failure of the federal administration to properly perform its function in dealing with the pandemic, has set the stage for a redesign of the system; probably when the bottom of the recession/depression is reached.

All of that will start with a voting power of the population, that could use substantial enlightenment; but their attention will have been gotten. And their education will have proceeded to enough of them that hopefully will hold their representatives accountable for sound judgment support of the electorate's interests. It may especially move as close to local scale as is feasible to local interests.

This essay, and the trilogy, *American Democracy Endangered*, for which it serves as one of three introductory essays, is intended to help the reader gain a better understanding of how complex adaptive systems work, particularly in the case of political economies.

Supplemental Comments

This essay, designed for the DEEP website, also known as the DECLARATION ERA EDUCATIONAL PRESS, is part of the innovative educational effort designed to assist you in improving outcomes through a better understanding of systems.

Noted on the inside cover of this booklet when published in hard copy is the following:

We are innovating in education to facilitate better decisions in what is expected to emerge in some form of restructuring of American Democracy designed to return to the path of progress, made for two centuries, towards the ideals articulated in the Declaration of Independence.

All of this is done as part of the demonstration of educational innovation facilitating the motivated learners increasing their productivity of learning efforts; centered on delving deeper through reading and connecting with others, not only with those who share their views, but also with those who have a different perspective. The success of *The Great Experiment* hinges upon the success of pluralism, a diversity that is essential to the process of the constitutional strategy for division of authority among branches of government so as to avoid tyranny.

This presentation differs from the centerpiece of the DEEP website in that the centerpiece of the DEEP website is an overview of the trilogy, *American Democracy Endangered*. That centerpiece and trilogy are presented as an initiation of a case demonstration that, as an innovative educational approach, can improve outcomes of efforts to deal with the endangerment of our democracy as *The Great Experiment*. The approach is to use the lens of complexity for developing the paradigm built upon an analogy with human biology

as an approach to getting homeostasis more effectively embedded in the institutional arrangements.

The timing of this innovation is especially appropriate, well beyond the need for higher education to shift its strategy from using 20th century methodology, and outlandish costs, to dealing with the current dangers and applying nascent disciplines in order to improve the analytics. It is intended to lead to what may emerge as an application of progress in the *Third Wave of the Internet*, particularly focusing on the individual users as clients whose interests are to be served, rather than as resources, for building information databases to be used and/or sold for business and political purposes.

Our concern here is not only with human health issues, it is with public policy in general, especially with regard to business and economic recovery.

The trilogy focuses on inadequacies internal to the system leading to a Declaration of Reform. This essay/monograph is focused on recovery from the dual debacle that is currently underway. In both case demonstrations there is a linking process to supplemental analytics useful for a better understanding of the complex adaptive system that we know as American Democracy. It is best approached by using a lens of complexity with links and apps that go to the same underlying material, except that this case demonstration is exploring a shortcut via chat rooms and essays by experts and selected others focused on a recovery from the combination of a health crisis and economic crisis. It may be viewed in the context of the formation of a Declaration of Reform.

A Sample of the Process

This innovative approach is designed to enable the reader to delve deeper by using links. So, here are three links sequenced to provide some powerful knowledge, preceded by small samples in the form of inserts.

1. We have created an additional overview essay to deal with that time period. Here are the three opening paragraphs of that first overview essay, **IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?**

RECOGNITION OF REALITY

Our Freedom is Being Internally Challenged

The Current Political Situation. The current political situation is that our American Democracy is taking us on the road to tyranny. You are losing your freedom, so if you want to live in a free society, then you had better get a really good understanding of your role in what it takes in societal design to achieve that goal. Obviously, you can make your own assessment of what you need to know and do. While you are at it, you would be wise to consider what others will do, especially your elected representatives.

The reality is that we are on the road to tyranny under the leadership of the current administration, especially with the current president who has become emboldened, beyond what was already believed by some to be an abuse of power. That is in addition to his vengeful behavior for what he sees as disloyalty to him personally; it goes beyond being unseemly, and becomes intimidating as part of his tyrannical approach to providing leadership.

This behavior is part and parcel of his not being suitable for his responsibilities in the governmental structure designed to protect the nation against tyranny in the form leadership of the administration. Additionally, his failure to properly prepare for the transmission of administrative authority to his appointees, who did not even take the time to become acquainted with the operation of the departments for which they were responsible, has led to some serious problems. First, it has led to a draining of the civil service of substantial career leadership. Additionally, it has undermined the ability of the administration to deal with the responsibilities of the federal government. In the first of the series of

the most recent flagrant disasters, he has drained the administration's ability to deal with the crisis of the coronavirus pandemic; especially by the delay of taking action based upon indications from scientific evidence of a pandemic threat. Additionally, his preference has clearly been for policies and statements that are a better fit with his reelection campaign strategy, than with the needs of the nation. He does all of this with little regard for veracity and science; but rather pursues language intended to influence outcomes that he desires for his personal benefit of power and self-aggrandizement.

The link to the excerpt is as follows: [Excerpt from IT IS TIME TO DECIDE!](#)

2. The analytics in the trilogy are as complex as nascent disciplines, but also as simple as using analogies. The third chapter the third book (*American Democracy: The Declaration, Pursuit, And Endangerment*) explains the biological analysis used in the body to apply to the societal body that includes the political economy. Here is a small sample:

CHAPTER THREE AN ANALOGICAL MODEL USING HUMAN BIOLOGY

PART II: INJUSTICE IS A CANCER IN SOCIETY

Introduction

Injustice is malignancy in society just as cancer is a malignancy in the human body. In both cases the malignancy may spread to other parts of the system producing a transition in the structural form of part

of the system. The process by which the metastasis transforms the parts of the structure of the system in the case of the human body may be the same as the process the malignancy of an injustice in society would transform the structure of society. The same principles apply in that “What is true of part of nature is true of all of nature...

...Thus, as with the case of the spread of the cancer in the human body, the metastasis of injustice as a cancer transforms the form of parts of the structure of society. In both cases the quality of life is affected, and sometimes the affected organism’s life is terminated in its then current form...

...By viewing the societal structure as an organic system akin to the self of the human being with an inner world of its organs and an outer world of its global environment, one may better grasp the evolutionary nature of a society, its attempt at dynamic balance for survival, and the dangers of unproductive disruptions to the system....

The Biological Process of Transformations

The biological process of making transformations operates based on the fundamentals of a nascent discipline called *complexity science*...It deals with complex adaptive systems in which structural change evolves from changes occasioned by external as well as internal forces. The changes may improve the quality of life or reduce it. The metastasis process is the same, but the term “cancer” generally applies to potentially unfavorable outcomes, but what is unfavorable depends on whose interests are adversely affected and the perspective of those interests...

The link to an abridged version of that chapter is as follows: Abridged Chapter Three of BOOK THREE.

3. The third link contains information about the process of pursuing the reform that might return American Democracy to the pursuit of the ideals espoused in the Declaration of Independence. What follows is the third of the three excerpts from the linked sequence of files that puts the education innovation into context.

Excerpts from Abridged Chapter Five

PART III: MAKING PROGRESS

CHAPTER FIVE: BUILDING A NEW PARADIGM

SOME BACKGROUND ON BUILDING A NEW PARADIGM

Building a new paradigm is a discontinuity in discipline development. It can be a paradigm shift as discussed by Kuhn, or it can be along the lines discussed by Steven Jay Kline in his *Conceptual Foundations for Multidisciplinary Thinking...*

...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 of 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 representatives from different disciplines within the teams rather than what is now becoming an archaic structure in academia (the silo structure), and to some extent in business organizations.

There is a potential for a turning point in the social sciences akin to the turning point in the physical sciences where the rate of progress accelerated with an acceleration of the acceleration. If one plots the speed by which man has travelled as a surrogate for the rate of progress in the physical sciences, the curve occurred with jet propelled flight. The space program was a combination of social technology as well as physical technology. The social justice program countering the emerging cancer of society calls for a similar blending of disciplines, including nascent disciplines...

...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 of 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.

Since this was written about six years ago, a great deal has happened. 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 is ensconced in this trilogy that has an appendix was written (*Liberty and Justice for All* Some). The trilogy discusses a great deal in the context of the pursuit of justice, but the trend of results in 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*.

The most dramatic change is occurring this year (2020) with the pandemic and the associated recession underway. Those are discussed in three overview essays... ...All of this leading to the discussion of a project started two years ago by the American Academy of Arts and Sciences. It has resulted in a just released (in June 2020) "final report of the

bipartisan Commission on the Practice of Democratic Citizenship. It includes thirty-one recommendations to strengthen America's institutions and civic culture to help a nation in crisis emerge with a more resilient democracy.”

That report provides six strategies oriented to action that will alter the structure of the system...

...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, was about halfway drafted. ... 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 the 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....

...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 timely trilogy (*American Democracy Endangered*) is a part, is designed to facilitate motivated learners to delve 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 from the 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 unnecessary 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 is 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; and (4) Climate Catastrophe.

The intent here 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 of the conclusions from the American Academy of Arts and Sciences. As elsewhere discussed in this website, it is apparent that the LLC would gladly share the literature that it owns with the Commission for free. 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 to delve deeper.

The link to the excerpt from the abridged version of the fifth chapter is as follows: Excerpts from Abridged Chapter Five of BOOK THREE.

RELATIONSHIPS IN ORGANIC STRUCTURES

The Organic Structure Evolves

The organic structure of American Democracy was born in the pursuit of justice. King George III did not operate with justice in his governance. His use of power generated numerous serious injuries to the people of the thirteen American colonies. What started out as a rebellion against injustice morphed into a war for independence. In some measure, that was because the colonists were aware that

without independence, they were subjected to suffering from an ongoing tyranny.

Winning the war was marked by a Declaration of Independence with claims to an equality in the possession of unalienable rights "...to life liberty and the pursuit of happiness." That declaration, the winning of the war, and a bonding of the colonists was recorded in the Articles of Confederation. That document recorded the agreement among the newly created thirteen sovereign states. It formalized the terms of the Confederation. The Confederation was the body of an organic system, and the organs were thirteen sovereign states. The leadership served as the tissues in the organs, and the people were the cells.

That relationship in the form of a confederation went through a Second Revolution with the transition from a confederation to a federation, a new body endowed with a series of rights granted by the sovereign states. All other governmental rights were reserved by the sovereign states.

The claim the unalienable rights were supplemented by the first ten amendments to the Constitution that reported the structure to which the governing body had evolved. The quartet (The four leaders as identified by Joseph J. Ellis in his book *The Quartet* are George Washington, Alexander Hamilton, John Jay, and James Madison. The book is subtitled "*Orchestrating the Second American Revolution, 1783-1789.*") that led the articulation of the new structure had a diversity in many dimensions; but they had a commonality in the interests of protecting the citizenry from an emergence of tyranny from a concentration of power. The design was, and still is, a separation of powers into three branches of government.

The legislative branch is designed with two organs in the legislative body. One, the House of Representatives, is composed of members directly elected by the citizenry, with the states having a substantial control over voting power of the citizenry. That structure has evolved substantially, and there is a current abuse of representation through gerrymandering of districts and abuse of other parts of the election process. However, the number of representatives is based upon the population calculated by a decennial census. That process is also not free from attempts of abuse.

The other organ of the legislature is the Senate, composed of representatives of the states, two for each state, irrespective of population. Currently, the two most populous states (California and Texas) with a total of about 20% of the nation's population have a combined total of 4% of the representatives in the Senate.

The second branch of the government, the administration, is headed by a president. There is no constitutional provision for direct election of the president by popular vote. Rather, the process involves an electoral college. The number of members of the electoral college is the sum of the number of members in the House of Representatives, plus the Senate. The Senate has the responsibility for recommending approval of, or rejection of, a variety of appointments by the President of United States. That power has also been subject to abuse.

The Congress is charged with the oversight responsibility on the behavior of the president. The first part of the authority and responsibility is vested in the House of Representatives. The House of Representatives has the power of impeachment for misbehavior of the president by specifying articles of impeachment, approved by a majority of the House of Representatives. The Senate, the second part of the oversight responsibility, has the responsibility to serve as jury and court in the trial. Removal from office requires at least a two-thirds vote for conviction. The most recent case, only the third in the nation's history, had a trial where no witnesses were permitted to appear. Approval for the procedure of subpoenaing witnesses requires a simple majority of senators to approve. The Republican Party has majority control of the Senate, but only one Republican Senator broke from ranks that in effect denied having witnesses with firsthand knowledge regarding the crimes and misdemeanors charged in the two articles of impeachment.

The third branch of the government is the judiciary. It has a long history in which it was not unusual for a sitting member of the Supreme Court to vote the same as other justices who happen to have been appointed by a president from the other major political party. The divisiveness in the government has now evolved to the point where there is a tendency to identify the justice according to the political party of the president who made the appointment.

It appears that there is some tribalism that has crept into the Supreme Court.

One can argue that in 2015, the Republican-controlled Senate refused to have a hearing on a nomination of a Supreme Court judge by a president of the other political party. Add to that, recent Republican Party efforts requested that Republican judges with lifetime appointments (who had reached the age of retirement with full benefits) retire while the successor could be appointed by a Republican president and confirmed by Republican-controlled Senate. That does not rise to the level of what could be said to be an abuse of power, but it is clearly not in line with the spirit of preservation of the integrity of the system. Some people expect norms that don't game the system. For some members of Congress (but not all), there is a higher priority of the health of the nation than the strength of a particular political party.

Evolution of Behavior

For two centuries, our nation made substantial progress in the pursuit of claims of equality in the unalienable rights articulated in the Declaration of Independence, especially for rights in the representation in government. But it has faltered in the last half century. The reciprocity expected in a fair distribution of the benefits of economic progress has actually regressed in the same time period with the information revolution and globalization restructuring the nature of our economy and an increasing shift in the concentration of wealth as well as political power.

Structure results from process, but process is heavily influenced by structure. The design of our democratic system, as discussed, was for a protection from tyranny. The first protection is the rule of law. Beyond that, we depend upon norms of behavior and honoring the integrity of the institutional arrangement.

The evolution of our individual and societal behavior is taking our so-called democracy (in reality a hybrid between a democracy/plutocracy), on the way to an autoocracy. So far in 2020, we have faced two challenges to the health of *The Great Experiment*, American Democracy. The first was the trial in the United States Senate of President Donald Trump who was impeached by the House of

Representatives; with the Senate to serve as jury and court. That trial was conducted without permitting witnesses with firsthand knowledge relative to the guilt or innocence of the president on the charges articulated in the two articles of impeachment. That behavior of the Senate has emboldened the president even beyond his aggressive behavior that does not comport with the norms generally observed by United States presidents and modern times.

The second challenge, as of the date this section was originally being drafted, is the stalemate in Congress for the approval of the third of a series of packages for the nation suffering from the coronavirus pandemic, and its fallout of a disruption of the economy. The extent of the economic fallout is heavily influenced by the policies taken to curb the infection and death rate. Fortunately, that bill budgeting to over trillion dollars was agreed upon within a week. More packages are expected; and it looks as though the most recent bill passed by the House of Representatives may take an exceptionally long time before the Senate would even consider negotiating it.

There is a cost-benefit associated with the recommendations for restrictions of personal behavior, and for government funding of relief related to the pandemic. The costs and benefits occurred in many forms. Part of it relates to loss of income for individuals and companies. Part of it relates to assistance to hospitals, including equipment. The trade-off is in the level of economic difficulties and dangers to human health (including death). **[Link to IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?].**

The lens of complexity may be used in this analysis in order to provide a better understanding of the relationships in this organic system, and its evolution. That understanding involves several key concepts in dealing with the processes that impact the structure and the evolution of the structure as it impacts the process.

Fundamental to the system are the values used in making the choices, and the quality of the analytics that are utilized. **It also makes a significant difference based on the perspective used, the classic case being Kuhn having identified that a physicist and a chemist observing the same phenomena come up with different explanations, and potentially different choices and actions taken.**

VALUES AND PERSPECTIVES FOR ANALYTICS

Value Systems

The foundation for the value system in a democracy is the rule of law. No one is above the law! At least that was the intention of the founding fathers of American Democracy in the design of the Constitution. As discussed, the great fear that led to the rebellion against the tyranny of King George III was the fear of tyranny that stems from the concentration of power; and, as a measure protection against tyranny, the Constitution provides for the separation of powers with the legislative branch having oversight responsibilities on the administrative branch of government.

The sovereign states collectively delegated rights to the federal government, reserving all others for the individual states. A major change in structure evolved when the nation was faced with the Great Depression. President Franklin Delano Roosevelt artfully made extensive changes in the role of the federal government in order to deal with the extensive damage to the quality of life of the nation's population.

The recently started recession is currently progressing at a rate, that with some lengthy endurance even at a reduced rate, could rival the depths of the Great Depression. The lack of preparedness to deal with the risks of an epidemic, or pandemic, and the ineptitude with which the early signs of danger were not only disregarded by the president with regard to preparatory action, but also misrepresented for whatever purpose, or lack of understanding, have collectively fostered tragedies so great that it would not be surprising to see some restructuring of relationships between the states and the federal government, and even a restructuring of the federal government that could be so great as to call for constitutional amendments.

American values are the foundation of discipline, not only self-discipline, but discipline of others. The rule of law is the basis for the processes by which the federal, state, and local law enforcement structure operates, or is supposed to operate. Given that America has a foundation of pluralism, there are some norms that are expected to be observed on a national and an international basis, but there are

other norms within the pluralistic subcultures that exist. For some of those cultures, the norms are very powerful. Unfortunately, the norms of the national level have been deteriorating as the divisiveness has been increasing.

The impact of the abuse of laws and the erosion of norms has seriously reduced the integrity of American Democracy. From highly respected leadership in a free society in the post-World War II era, the cancerous destruction of American Democracy has severely impaired our ability to deal with the pandemic and the economic disaster that is underway.

We had a great opportunity to learn from the 2008 global financial crisis, in which the shortfall of values resulted in unethical behavior that was a considerable contribution to our Great Recession. The historic Great Depression generated an upward trend in concern for others and a strengthening of society through a bonding. That was enhanced by having to defend ourselves against a common enemy in World War II. It was after World War II the shift emerged toward self-interests with lesser proportions of enlightenment. It would not be surprising that the two disasters underway lead to a new enlightenment that restores our integrity as a free society, but most likely with some structural changes because we can significantly improve a wide range of processes that are affecting our quality of life.

So far there have been some signs of our citizenry bonding together in the endurance of two different crises at the same time period. As discussed in the opening section of this essay, there is a long way to go. If we waste the crises, we will not have earned the right to freedom. It is not a free good; and it has limits on the number of free riders it can support, especially because gaming the system is learnable. However, critical thinking is also learnable. There is no written test on this essay; but this certainly is a performance test.

Perspectives for Analytics

Let us continue from the earlier statement, “It also makes a significant difference based on the perspective used, the classic case being Kuhn having identified that a physicist and a

chemist observing the same phenomena come up with different explanations, and potentially different choices and actions taken.” The particular phenomena which we are concerned with here is the coronavirus pandemic.

Physics and chemistry are sciences with great rigor, and knowledge built upon experiments where the falsifiability of a hypothesis is tested. The greater the survival of the tested relationship between variables, the higher quality of knowledge. The closed models used for testing relationships of a couple of variables assumes that structural relationships in the system of the other variables remain unchanged. If the system evolves during the time period under question, then the reliability is diminished. Consider the case of Long-Term Capital Management, a managed fund involving two Nobel Prize winners in economics that failed because external changes not considered did not provide an opportunity for the forecasted outcomes to materialize. Complex adaptive systems are designed to deal with those uncertainties that go beyond forecastable of the risks within a closed system.

Aside from the uncertainty that we elsewhere discussed with variables changing as a process influence the structure, and structure influences process, there is the matter of contingency. Contingency refers to rare unexpected events, sometimes called *black swans*. The coronavirus pandemic is such a contingency. We will return to that after a little more discussion on perspectives.

Perspectives of practitioners in professions have a similarity to what was just discussed in disciplines that are focused upon the science for developing understanding of system. The difference is the application of the knowledge. A good example is attorneys and judges who make judgments based upon precedents, at least in the United States. Another example is for physicians in a general practice who were taught when they hear hooves, think horses, not zebras. For engineers, there is one best solution.

When it gets to business decision-making, we have great problems when the focus is on the bottom line of profit, rather than considering the array of stakeholders in the system. For politicians, who are elected to represent their constituents, we will put that aside for a while. Except, we mention here that cost-benefit analyses, as used

by both business and politics, depends upon two major things. Who is bearing the costs? Who is bearing the benefits? We can come back to that, and we now introduce the topic with a relevance to the coronavirus pandemic.

As an introduction to the concept we can discuss it as applied to the cost-benefit analysis in the trade-off between restricting personal behavior and business activity in order to thwart the rising death rate, or accepting a rising death rate in order to improve the recovery business activity. The issue may be attacked by asking who will bear what risks and who will reap what benefits.

Consider the matter of equity, who has what rights, who has what power. Part of the difference in perspective may arise from who bears responsibility for being prepared and for dealing with the crisis.

THE CONTINGENCY ARRIVES IN THE FORM OF THE CORONAVIRUS

The sad news is that the coronavirus is a contingency event for which we were totally unprepared. Unfortunately, the president took a series of actions that cut back on the institutions designed to anticipate and deal with such contingencies. The main marker was in 2018 with an 80% reduction in funding for the CDC's global disease outbreak prevention efforts [see the section titled "Strategic Elements for Dealing with the Coronavirus" in the first of the three essays, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*].

Not only that, the administration was not willing to take heed of what was going on in China, even though Chinese were not open in sharing the knowledge about the condition that was emerging. Unfortunately, the president's actions continue to be focused on priority of his political interests not the priority of the health and well-being of the nation. Furthermore, there were policies that were inhibiting the use of testing and the supply of test equipment was meager. South Korea has a better capability for testing than does the United States of America.

Furthermore, contingency of the coronavirus set the stage for another contingency, a depression on the order of the Great

Depression that plagued America in the 1930s. The incompetence of the Trump administration in dealing with preparations for the contingency that arose in the form of the coronavirus is only the first part of contingency management as a significant component, among other significant components, of a challenge to American Democracy survival.

The other part of the mismanagement is in handling it once it arose. He started off misrepresenting the seriousness of the situation, and failed to take necessary action to accelerate the availability of respirators and personal protective equipment. He deluded himself into believing that he had authority to open and close business establishments as part of the health protection program; an authority that had been reserved for the governors of the states under the 10th amendment to the Constitution.

Among the most recent as of the time this is being drafted is the relationship between President Trump and the governors of the states. It is an astounding case of the violation of the norms that are included in the responsibility of the president to deal with the crisis fairly. It certainly appears that his ethical shortfall, not so subtly being used to foster praise from governors who are Democrats, in terms of influencing the distribution of ventilators and other equipment with what appears to be a heavier reliance on his political interests and potential of reelection is at the expense of lives of people who happen to reside in blue states. [Link op-ed piece do me a favor and for the New York Times article of April 26, 2020 by Vanessa Swales.] (<https://tinyurl.com/ya46xhgb>)

Some of his shortfall in administration in dealing with the pandemic may be attributed to his lack of understanding of the appropriate role competition serves in a democracy. It appears that his view is that the purpose of competition is to provide personal benefit. The reality is that the function of competition is to produce the best **emergent properties for the system**, not necessarily for a particular individual. The pursuit of the purpose leads to the performance of the function.

The expectations of the governors for leadership in Washington is reasonable under the existing structure of delegated authority to the federal government. However, the authority of the

federal government expanded under Roosevelt during the Great Depression in bits and pieces, as processes emerged with legislation designed to deal with the crisis. Although it is possible that this could occur with the next administration because it will take a substantial amount of time for recovery, the biggest danger to the survival of American Democracy, *The Great Experiment*, is a continuation to move towards an autocracy. That may arise as an alternative as a process continues to evolve is a transition to a restructuring of the authorities reserved to the states into some regional clustering of authorities. Additionally, constitutional amendments may arise restricting the powers of the federal government considering that what appears to have occurred as an abuse of powers by the current administration has gone unchecked by the full exercise of the authority vested in Congress for the oversight of the administration.

If Donald Trump were reelected, his empowerment, after the failure of the trial in the Senate to call upon witnesses with firsthand knowledge regarding the articles of impeachment passed by the House of Representatives, would take American Democracy further down the road to an autocracy; a clear failure of American Democracy. If, however, Donald Trump is not reelected, and the Trumpian Republican Party evolves to become a Grand New Party, with the restoration of values of the 20th century Grand Old Party, then it will be an opportunity for restoration of norms across the aisle for cooperation, provided that the restructuring of the Democratic Party moved to deal with the reality of the changed environment.

The Democratic Party in the last quarter of the 20th century failed to appropriately deal with the problem generated by the great progress made through the Information Revolution. Essentially, they abandoned the blue-collar workers to fend for themselves and allowed a Rust Belt to develop. The lesson not learned from the success of the G.I. Bill of Rights is that the federal government could have made a significant difference in opportunity for blue-collar workers, similar to what it did for returning veterans, when the environmental transition called for programs that fostered educational processes to adapt to changed conditions. The G.I. Bill

enabled returning veterans to educationally prepare to thrive in the new environment. The lesson not learned was at a cost of a loss of employment advantages to foreign production in the globalization underway, without developing alternative opportunities for those adversely affected.

That globalization was helpful to the new growth industries, was devastating to the local economies that were losing production from their economic base. Where were the programs to reeducate blue-collar workers, and/or direct the location of production, along with reeducation of displaced employees?

This sets the stage for being prepared for the contingency of another Great Depression. We need to go beyond considering just the recession that is already underway, because the dual disaster may well call for a restructuring of the roles of the state governments along with the role of the federal government. Dealing with the problems, they call for better processes than those which have been using. The changes will take an across-the-aisle cooperation, especially because some of the changes may call for constitutional amendments.

In short, American Democracy is under siege. Meeting that challenge cannot be successfully done with a zero-sum approach. The zero-sum ideology is simply not capable of resolving the complexity of the issues that we face, and the issues that will emerge once the recession has reached its greatest depths, and is ready to by process and structure to evolve with a resumption of the two-century progress towards the ideals articulated the Declaration of Independence.

Our future as a nation is dependent upon your awareness of your rights and your behavior in exercising those rights with judgment that goes beyond judgment of short-term self-interests; it goes to consider the well-being of others. If you have not already linked to the DEEP supplement discussing the concept of *The Tragedy of The Commons*, now would be a good time to do. It is included in what is an abridged version of an appendix to the trilogy's third book, *American Democracy: The Declaration, Pursuit, and Endangerment*. It is also simply a good idea to Google TRAGEDY OF THE COMMONS for a range of options .

CHAPTER TWO - GREAT EXPERIMENT CHALLENGED

FURTHER ON THE ANALYTICAL APPROACH

The disruptions of the coronavirus pandemic, and the associated recession now emerging, are a *Grave Danger* that appears to add to the challenge for the survival of American Democracy, also known as *The Great Experiment*. Research, using the lens of complexity, on the subprime crisis and the capital market freeze that led to our Great Recession, and the global financial crisis in 2008, provides a better understanding of what led to that debacle than conventional thinking and prevailing analytical systems.

The paradigm for the analytical systems using the lens of complexity, can significantly contribute to the enhancement of our understanding of what led to our lack of preparedness for the current debacle, a debacle that consists of the coronavirus pandemic and the recession underway. That recession will rank somewhere between the Great Recession and the Great Depression.

The paradigm used for the research of a decade ago, when utilized for the current situation, fortified with information of lost opportunities, and public policy pursued with misguided linear analytics, is powerful in helping to gain an understanding of how the future of American Democracy is being challenged.

The analytics, utilizing the lens of complexity, integrates an interdisciplinary approach. That approach blends nascent disciplines with traditional disciplines, with or without the formality of the jargon. Its conceptual approach enhances our ability to deal with a multiplicity of structural and process problems that emerged from the pandemic causing greater damage to our lives, in many dimensions, than necessary. It starts by our lack of our preparation for dealing with what has emerged as a war on two fronts; a pandemic and a recession, where our choices may be made in cost-benefit analysis, but care must be taken on consideration of who is bearing the costs and who is reaping the benefits.

The analytics continue going beyond prevention and cure to an approach using the concepts that are ingrained in what human biology is known as homeostasis. We are looking for structure and

processes to facilitate the emergence of balance in a body that keeps evolving in a changing environment.

THE ANALYTICAL SYSTEM

Some Science Useful for Preparation

Our recent history has shown that an overwhelming lack of preparation for epidemics, coupled with an understaffed and ill-equipped administration, led by a president, whose priorities and values as related to the rule of law and norms, have become a matter of serious question as related to his competence for the office. That, coupled with decisions made based upon misinformation, has compounded the forces of danger threatening the survival of the American political economy. The success of survival may well be assisted by better understanding of the paradigm that can help foster an evolutionary process that will take us back on the path towards the ideals articulated in the Declaration of Independence.

This section of the essay/booklet, utilizing an analysis of the emergence of the pandemic in the United States and our ability (or shortfall thereof) to deal with the coronavirus, is prepared in a form to be excerpted and adapted for a generic version of an op-ed piece and/or a short article to be placed on this website, DEEP.

The analytical system to be utilized is designed to be suitable for the development of a case study to demonstrate an educational innovation. The innovation is in the approach for improving the productivity of the learning process. The system encompasses both the analogical approach and the interdisciplinary use of the lens of complexity.

The beginning of the case study on the development of the pandemic, and its associated recession, is focused on shortfalls in dealing with external relationships in a global system generated by a pandemic. It is an adaptation of the case study, as a demonstration

project, that is already well underway with a trilogy of books focused on the endangerment of American Democracy. Both utilize the concepts of processes impacting the co-evolution of the electorate and its leadership.

They both use a human biological analogy for principles and relationships that better explained our nation's societal structure as an organic system. They both use the lens of complexity as the hallmark of analytical systems designed to deal with nonlinear relationships blended with linear relationships.

The hallmark of the approach is understanding the *invisible hand* as a case of *emergence*, and the *other invisible hand* as emergence in the co-evolution of organs in the structure. This understanding was fostered by the development and delivery of an understanding of the reality of real estate markets and capital markets. The individual transactions occur in networks, but produce properties not present in the network, but present in the system at a level at the network macro to the micro network that generates the emergent properties.

The discussion that follows is enhancing the nascent discipline of complexity economics with an application to land economics, hence *complexity land economics*. A Google search did not reveal any prior use of the term, *complexity land economics*, as a branch springing from another branch of economics. Since land economics is a branch of economics, as is complexity economics, the discussion will not only be interdisciplinary among the branches of economics, but also among the social sciences.

The *invisible hand* is simply the emergence of properties at one level of networks macro to the generating level. Hence, in the earlier study, the multiplicity of mortgage loans at one level of networks led to the emergence of mortgage markets at networks macro to the generating level of individual loan transactions. The bundling of mortgages was in a micro market to the process of splitting the bundles into tranches and bundling the tranches. The processes continued as in building a house of cards, and the housing bubble finally burst, with prices inflated by the financing system. This amounted to the removal of cards at the bottom of a house of cards, a highly unstable system. The system crumbled.

In that case, the *invisible hand* simply worked at successive levels of networks of pieces of derivatives representing the house of cards of financial interests. The house of cards composed of derivatives; with the emergent properties being pieces of derivative investments, where the whole body of the structure was heavily dependent upon organs in the system that had coevolved. Some with good intentions, but others were simply gaming the system for personal profit.

The *other invisible hand* is embedded in what was evolving in local mortgage markets. In the 1990s there was a modest amount of subprime lending. The subprime market was simply the emergent property of those individual transactions. The evolution of the subprime market is what has been coined the *other invisible hand*. The evolution of that *other invisible hand* was fostered by numerous variables. They included congressional action fostering secondary markets, especially by Fannie Mae and Freddie Mac, insuring bundles of mortgages, splitting bundles into tranches, ratings paid for by issuers, and investors not really understanding the risks.

These other variables are organs in the system, tissues of the organs, or cells and the tissues. The cells start with the borrowers who at first were simply higher credit risks based upon prevailing rating systems, nevertheless reasonable risks especially at premium rates. As the bundling process evolved and the lenders were reselling, the standards were being lowered. This was enabling borrowers, with little intention of repaying, to buy properties with very low payments, or even without paying at some point. That was feasible from their point of view, especially because their credit had not been checked, and it was going to take so long for eviction that whatever cash they put in was a small price to pay for the housing. Co-evolution was aided and abetted by what was described in a movie scene where two interviewers, of participants in the mortgage lending house of cards, were discussing the information they had just received. One said that they were sharing their trade secrets. The other said that they were really just bragging. They were in a network between the cells of the borrowing transactions and the organ of a financing system with multiple layers of networks not properly regulated.

There was a co-evolution not only in the layers of networks, but also in the regulatory system and the ethical behavior (or lack thereof) of the environment. These other tissues in the financing system, going beyond regulation and ethics, but including analytics and organizationally structured business institutions (especially financial institutions) had been by that time been going on for decades.

Is this co-evolution of systems that is the model that may be used in understanding that networks of the *other invisible hand* are at the heart of the coevolution of organs in complex adaptive systems. We now turn to social distancing as an organ in a discipline branch, probably as yet unnamed, except for in this narrative. The new name is *complexity land economics*.

Societal Distancing as a Critical Contingency

Social distancing has a long history in land use. As a start, we look at the last half of the 20th century. A reasonable starting point for that is the Jane Jacobs 1961 book, *The Death and Life of Great American Cities*. The closeness of social distance was a great asset for community life. The loss of the closeness was in erosion of community.

Fast-forward a half century, and we are dealing with the information revolution where people are texting (maybe even with someone in the next office), or with a friend whom they would otherwise chat with in person. That physical social distancing has a communication cost in the reduction of physical proximity, including the loss of the visibility of facial expressions and gestures.

The relevance for the coronavirus pandemic is that the dangerous cells are embedded in a host, and they are readily transferable over short distances even without physical contact, except for the traveling through the air to some sort of host. Consider the cells as though they were information, and that the human body operates with networks of information transferred by energy. There is an information generator and the recipient. In network science, the word *node* refers to both generators and recipients as agents in the system.

We are now going to discuss nodes as origins and destinations as they relate to land use. The distances traveled have costs, that

may be in time and/or financial outlays in some form. The distances traveled may also have benefits of retarding the spread of the disease of COVID-19, such as with thrown kisses rather than direct kisses that have a capability for carrying the disease.

In the Jane Jacobs book, close physical proximity was a great asset in community building. Redevelopment in some areas destroyed the benefits of that proximity. Suburban communities, especially new towns that cater to people who find a close proximity to other people and shopping to which they can walk, are a substantial benefit. Others prefer the privacy of enough distance to serve their tastes. In the intervening time period between the Jane Jacobs era and the new town developments, suburban sprawl for some developments incurred substantial social distancing.

Commuting to work is an excellent example of a force that affects the value of real estate. Residences that are closer to places of employment generally cost more to rent or own than comparable residences, except for travel distance. Reducing the necessary travel thus becomes economical. The point is that, as with social distance, getting closer has a benefit, as long as it is not too close. Too close is very expensive in the case of epidemics. So, we can reasonably expect that once this recession bottoms out, possibly as a depression, the rebuilding will produce a different land use pattern that will reflect a preference for not having such density as New York City is experiencing, with its high infection rate attributable to people being too close because of the density of land development and the density of population in public transportation.

Working from home, especially utilizing teleconferencing that is currently experiencing an exceptional growth, is also likely to influence the patterns of land use that emerge. When the planners figure out the social distance and other network distances are substantial considerations in restrictions on land use, it is reasonable to expect a shift to lower density development. Add to this, any public policy that is influencing location of major structures for providing space for employees, states with lower density population may pick up more of the economic growth.

Social distancing is a critical contingency in dealing with a pandemic such as the coronavirus. The uncertainty is in the

contagion risk of being too close to an infected person. Recurrence of the virus, or some variation derived from mutations, provides an uncertainty in the predictability of an ensuing epidemic. That lack of predictability is sufficient cause for substantial preparation for unexpected epidemics of the very dangerous viruses.

The effectiveness of the ability of a virus to infect is related to its connection to a host; and, the location of the host makes a significant difference. The location of the recipient host, and the timing of the contact with the generating host, are additional variables.

The research in the two demonstration projects underway (by the Research and Publication Division of the Maury Seldin LLC) is concerned with the endangerment of American Democracy. Those projects use biological analogies to develop and disseminate a better understanding of social science issues. In this discussion, we are going to shift the analogical process, and draw on **urban development analytics utilizing a perspective of real estate investment strategy and public policy to deal with some issues of the co-evolution of societal organs.**

The fixity of real estate location and the spatial dimensions of land-use provide an excellent opportunity to draw upon the principles of the disciplines associated with land use as the basis of analogies to better understand and control contagion of the coronavirus, and its successors.

Real Estate Investment Strategy

Critical uncertainties in real estate investment include location and timing of urban development. The developability of a substantial site, at a location destined to be in the path of development at some point in time, is heavily dependent upon the provision externalities, including access and utilities. The timing of their availability may be in a city plan, but the reality is that they also are dependent upon contingency. Nationally, we are experiencing a contingency in the form of a pandemic.

Historically, the typical investment analytics for developers is heavily focused upon extrapolation of current market activity. That did very well except for turning points. Some innovations in 20th-century analytics use a top-down as well as a bottom-up

method. That approach looks for turning points, but could still be hit with contingency.

The analytics may start with a consideration of the local economic activities that will generate uses for the development. The intensity of uses is affected by the markets that evolve over time, and includes transitions such as from residential to commercial uses. Essentially, there is a co-evolution in the organizational components of the urban development process.

In the normal path of urban development, the timing of profitable investment in land is critically related to growth patterns of the urban area. Fine locations, acquired too early, turn out to be poor choices from the standpoint of rate of return. When they are acquired too late, they become too expensive. The minimax strategy is based upon assessing the maximum downside outcome of the expected growth pattern, and maximizing within that constraint. The same policy approach may be used in regulating land-use patterns using public health as the variable rather than return on investment.

The analytics used for land investment strategy, especially as related to timing by which the land will be improved, is heavily based upon the externalities that impact the extent, timing, and location of the urban growth. The analytics, identified by a system used by Metro Metrics, Inc. for residential development, focused on a few key variables: growth of the local economy, demographic patterns, and critical externalities such as public sewer availability and road construction.

The database (used in Fairfax County, Virginia) was built upon a unique parcel identification system in which patterns of growth could be readily detected, and hence provide significant input for forecasting by dealing with a multiplicity of related variables. The investment/housing-development decisions, in the private sector, were aided by that analytical system, an urban development information system (UDIS developed under a grant from HUD to Fairfax County). The same conceptual approach was utilized in Montgomery County, Maryland. Montgomery County did not have a HUD grant, or resources for developing the same level of detail in a database; but the improvisations by use of overlapping maps enabled the county to develop a better coordination of the provision

of public facilities and reduce the uncertainty of the patterns of growth that would take place. The same analytical system may be used by the private sector to provide guidance for a multi-year planning strategy of housing production, and land acquisition for such construction.

Historically, the sewer moratorium in the Washington metropolitan area turned out to be an uncertainty in the location of residential development around the beginning of the third quarter of the 20th century. That, along with typical cyclical activity, threatened the profitability and survival of large-scale, local development enterprises. Strategic planning for uncertainties and contingencies made a significant difference in the long-term success of such business enterprises.

The current pandemic is a contingency adding to the uncertainty for land use development, especially because there are going to be structural adjustments, not only in patterns of land use in local economies, but also substantial changes in the distribution of the location of economic activities beyond the high concentration in relatively few metropolitan areas of the nation.

Public Policy Decisions

Lessons may be learned from the analytics just described. They included substantial research in the public sector, but were aided by the analytics of the private sector that considered the changing environment. In essence, there was a co-evolution of public sector and private sector decision-making that related to land use. It is that paradigm of co-evolution in land-use by the public and private sectors that is used analogically for the co-evolution of people making decisions in the local area in the development of the environment from a holistic perspective.

As a matter of disclosure, the founder of the Maury Seldin LLC was the co-owner and CEO of Metro Metrics Inc., the firm that submitted the proposal to HUD for market information system that led to HUD's response calling for

a demonstration project by a local government so that the research would not simply be a report gathering dust on the shelf. The relationships that developed from Maury Seldin's first research project at the American University, and the results of that project, led to an easy path for Fairfax County to submit the proposal for the demonstration project by Fairfax County. Fairfax County, requiring leadership for that project, selected John Hysom, a doctoral student in real estate at American University, to lead the project, with Metro Metrics Inc. as consultants. Metro Metrics also designed the system for Montgomery County, Maryland. Its client base included developers. The results included a co-evolution of public policy and the private sector decision-making.

The process of understanding the co-evolution was also built upon use of An Environmental Laboratory for the Social Sciences (<https://tinyurl.com/yykjffa5>) for graduate and undergraduate study in real estate and urban development at the American University.

The public policy decision-making by the leadership at the national level was grossly deficient in understanding the nature of contingency and the preparation for dealing with it as the clues unfolded. The professional staff efforts to share their knowledge with the political leadership were stymied by the politics of the reelection campaign and appointed leadership.

The co-disaster, of the pandemic (whose health damage could have been less) and what was brewing for what could have been an ordinary recession (but may lead to a depression), has provided a jolt to the economy, the length and depth of which are uncertain. The uncertainty is heightened because efforts to counter the economic decline, with insufficient regard for the pandemic, may well lead to a spike in the spread of the disease after the summer, and before the elections. If that happens, it could be interpreted as a backfiring of the president's strategy of focusing on the economy for his reelection rather than dealing with the health of the nation. Had the president's

appointed leaders used traditional approaches and got oriented to their responsibilities, as discussed by Michael Lewis in his book, *The Fifth Risk*, public policy could have significantly mitigated both the damage to public health and the economy. The unnecessary damage to the quality of life of Americans will go down in history as a contender for our nation's greatest failure in public policy, ever. It will be a testimony to damages encountered in the failure of the rules of law, norms and behavior of the electorate as well as the elected.

That having been said, let us consider some opportunities that may emerge for public policy decisions. The first step is awareness, and the double debacle is certainly an attention getter. The second step is understanding what went wrong. That involves learning for the leadership, but also for the electorate charged with the responsibility of providing discipline to the system with the choices they make. Carrying a rifle with a capability of killing as many people as quickly as possible as part of a protest may be viewed as demonstrating a complete lack of knowledge of what is necessary for a free society. The first and greatest challenge is education of the electorate as to what led to the American Revolution and the transition from a confederation to a federation with a Constitution that included the first ten amendments protecting the rights of individuals. The next challenge will be to make the adaptations in process and structure to restore a health to the system by providing *liberty and justice for all*.

Beyond learning, that will call for caring enough about others to build a social capital that calls for and justifies trust in the system under the rule of law. It is the erosion of that balance since the end of World War II that should provide us with a lesson in what we can do by bringing democracy closer to the grassroots, especially by learning about local economic development in the context of a national strategy the nation as a whole.

The critical issues and uncertainties in the public policy go beyond the provision of externalities. They include consideration of constraints on land use through planning and zoning, as well as environmental regulations. The environmental regulations may not fully account for equity in costs and benefits in that the community at large bears. The costs of environmental degradation are substantial, while the owners and users of the developed land

received disproportionate benefits to the costs that they incur. In order to bear their share of the costs of dealing with the problems, there needs to be a better assessment of what would be a fair share of the costs. Clearly, a fair share equitably charged would reduce the profitability of the business enterprise. Although the system is exploitable by the distribution of power, it is somewhat challenging to explain why the public tolerates an inequitable structure.

It has become common for local governments to compete for industrial or other business locations in their community because they want the jobs, and they are willing to provide tax incentives to induce the location selection.

New York City and Northern Virginia were planned to be the additional homes for Amazon's second and third headquarters. Amazon started a year-long search considering more than two-hundred metropolitan areas prior to selecting the final two. After substantial community protests, Amazon decided to skip the New York location and go with just one more headquarters, the one in Northern Virginia.

The outrageous financial breaks being offered to the exceptionally wealthy company were intolerable to a variety of stakeholders in the New York area. According to one source, "One key issue was the almost \$3 billion in state and city tax incentives Amazon was slated to receive in exchange for creating some 25,000 jobs."

This brings us to the question of societal design for freedom of choice in the context of equality of rights, such as those claimed as unalienable rights in the Declaration of Independence. The Supreme Court ruled that corporations could provide very large campaign contributions in political elections to public office. Although it did not provide for voting rights, it clearly provided for an exceptional inequality among stakeholders in urban growth practices. There is a major issue of how discipline is provided in societies.

At some point we need to consider public policy recognition of its responsibilities for the administration of its leadership responsibilities in the pursuit of "...unalienable rights to life liberty and the pursuit of happiness." How could the design of a public policy be so structured that Amazon had negotiated what amounts to \$3 billion in state and city tax incentives to influence its location selection? The system is

clearly not structured for the benefit of the population, but rather putting communities in a competition resulting in legal bribery, unconscionable to the public. There is excessive concentration of power in the hands of major business enterprises.

The current trend is threatening the sovereignty of United States of America because multinational corporations, even though chartered within the United States, have a disproportionate power influencing how the national economy evolves. Control over land use is a powerful means of discipline in preserving a free society.

Spatial Structure for Land-Use

Spatial structure for land use may be viewed using the lens of network science. Networks in land-use may be created with the destination being a node; and, the place of origin for the links also being nodes. Using the lens of complexity perspective, location selection may be approached by starting the search with an analysis of the constraints of financial costs and benefits at a location. It is not unheard of to start the search with the constraint of the chief executive's preference as to where to live.

Consider public sector interest as a variation of such a constraint. The sovereign states in the United States of America are intended to be organized to represent the interests of its population. It is in the populations interest that business organizations that are permitted to operate in their jurisdiction are constrained by the sovereign states as to where within the state they are permitted to locate. States may unite in the form of regions to deal with their common interests and to set standards that constrain options for business location.

Local constraint on location of business development is already done by planning and zoning administrations in local communities through zoning ordinances designed for the public interest. A single state could use the same process to restrict excessive concentration of business enterprises in localities that already have an excessive concentration of activity resulting in problems for the community. Also, states in a region with common interests may unite with a regional planning authority that would use a similar process to avoid excessive density and foster development in localities that could provide social distancing at lesser costs of consequences in the community.

Profit is an incentive for performance of the enterprise; but, the function of the enterprise is the production of goods and services for the people who buy those goods and services. The stakeholders include more than buyers; they include the employees, suppliers, and the community at large in which the enterprise operates. So, how should the system be disciplined to properly perform its functions?

The easy answer is competition. But, in order for competition to be effective, a number of standards must be met, including a level playing field. However, the concentration of power in relatively few firms enables dominant firms to acquire their smaller competitors or drive them out business. Furthermore, the concentration of power enables unreasonable influence on the regulatory authorities. As an example, consider the differential and airline fares within the United States as compared to within the European Union [cite source]. Part of the answer is in the fact that the airline-hub-system structure facilitates a single, dominant carrier in some locations. As a result, substantial differences in airline fares are based upon the competitive structure in locations, some locations not having much competition.

Business operations in a wide diversity of industries incur substantial costs to the communities in which they operate. Some of those costs are recovered in charges in one form or another. However, there are costs in the form of externalities for which no fees are charged, including pollution in general and dealing with the excessive health damages from the pandemic in areas of high concentration of population, and the production facilities in plants or offices.

One approach might be to levy charges for the externalities; but a different approach is to simply lower the costs to the community for the externalities. Thus, a system that directed locations of economic activity to areas in which there would be lesser cost of externalities would be a greater benefit to the community, even though some cost of the externalities still remained. It results from location selections that generate lesser externality costs, such as the community's costs from contagion of high population density from residential or commercial use.

This approach calls for a regional approach to economic development that would provide competitive options for business/

industrial location that would facilitate the ability to use distancing as a preventive measure for what could well be a recurring epidemic, including from strains of viruses not yet experienced.

This does not mean direction to any specific local economy, but rather to an array from which the business enterprises could select the most favorable choice within the constraints. This provides an opportunity to get a distribution of economic activity that would avoid the problems of excessive concentration of economic activity, and in the intensity of use that would be dangerous in the form of facilitating the spread of the next epidemic.

The business enterprises would still use their cost-benefit analyses within the constraints of the options available. However, the counterproductive bribery by local governments, in the form of giving up tax revenue in order to compete for the location that will generate employment, would be eliminated. An analogy of sorts, from the *tragedy of the commons* [\[link\]](#), where unconstrained access for grazing destroyed the productivity of the common land.

The design in such a system would facilitate a balancing of the interests of the stakeholders. That would be a form of discipline by society for exceptionally large organizations; organizations that have one way or another reduced or eliminated competition. Without some sort of discipline, the rights of the public will be abused. Breaking up large corporations, such as what was done with AT&T in the previous century, would be a significant step in the right direction. The local markets in the region would provide the options for selections of communities in which business is prepared to share in the burden of community responsibility.

Considering the behavior of the large banks in the Paycheck Protection Program, as well as their other behavior in the 2008 financial crisis, operating as investment banks with risky investments using FDIC insured accounts as a substantial source of funds, perhaps we could have a banking industry with a greater concern for the local community that is exhibited by the current structure.

There are many choices that may be made to produce whatever environment is in the public interest. The time may be arriving soon when the concern for others will become a matter of business policy

beyond that which was articulated in the **meeting held by a national association of business enterprises**.

Environments change and generate a response by the individuals in the system. That response alters the structure of the economic and political organs of the system. As the American political economy highly values free markets, we should more effectively utilize the discipline of the market. That, however, requires that we better understand how that discipline operates. The current understanding, if judged by current reality, is that we do not get a passing grade. As a result, we are getting exploitation in a variety of dimensions.

The structure is going to be heavily influenced by the processes, and the evolving structure will in turn impacts the choices made in the evolution of the processes. The critical question is how do we design the processes that influence the structure and that discipline of the system?

The reality is that market discipline does not exist when businesses become too big to fail and companies are bailed out when their exploitation of the public blows up in a financial disaster. That is what happened in the 2008 crisis. The warning signal was in the Long-Term Capital Management case. The current variation, now being experienced with the contingency of the pandemic, is threatening the existence of some business enterprises that used their tax cuts for repurchase of stock and increasing their dividends. They already took out their profits, but now want their assets protected. Why not let them fail, and rebuild organizational structures that will provide a competitive discipline? Consider the major airlines and the major banks.

CO-EVOLUTION OF THE ORGANS IN THE SYSTEM

Forecasting the Outcome of the Current Recession

Forecasting the outcome of the current recession is a seemingly impossible task. The econometric models utilize past relationships and are based upon the changed assumptions used to forecast the outcomes. The problem is that the system is evolving and the relationships are changing. There is great uncertainty as to what the changes will be.

Using nascent disciplines that deal with complex adaptive systems, in which the relationships change as the systems evolve, offers some hope through the search for patterns. There is no calculation of probabilities as in closed systems, but what may be called likelihoods can be judged based upon what emerges from different patterns of behavior. The modeling may be done using agent-based models that simulate outcomes under a variety of assumptions, using as best is available information from past relationships, supplemented with the assumption as to what the future relationships may be.

It is the assumption of these future relationships that alter the patterns that are tracked. The critical variable is in the selection of assumptions and the observation of the paths leading to a judgment of both paths that are likely to be taken, and outcomes from those paths. Since the environment will be changing as a result of the choices made, and it is uncertain what the choices will be, it is uncertain what the environment will be. The likelihood of getting close is heavily dependent upon judging the uncertainty of the behavior of the choices being made by the agents.

Consider a chess game in which the likely outcome may be judged with an assessment of the skills of the players. But suppose there is very little knowledge about the players. Once the game is started, the outcome expected may be viewed considering the early moves, and based upon an assessment of the expertise of the players. The analysts may reason that patterns of the moves are related to the likelihood of various options for the remainder of the game. The options narrowed as the game proceeds.

The patterns of moves by each of the players reveal something about the skills of the player. But the analyst can see as the game proceeds that the likelihood of a particular outcome may change. Consider the possibility of using agent-based model that tracks paths as events unfold under a variety of changed assumptions. The probability of risks as calculated for closed systems will work when the constant relationships assumed in the closed system remain constant, but all that one can get with the uncertainty of the choices that are going to be made is a feel for the differences in outcomes associated with the patterns of play. Running a high number of assumptions, based upon information as it is gleaned from actual

moves, or assumed in patterns, provides an improvement in the quality of the judgment of outcomes.

Forecasting Co-Evolution

Forecasting co-evolution in America's political economy is highly uncertain for reasons just discussed in the previous section in 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.

So, we are looking at a multiplicity of organic systems, or subsystems, depending upon what phenomenon are of interest to us. Aside from the main three social science disciplines under discussion, a good place for us to start, prior to the coronavirus pandemic, could well have been in the quality of the natural environment. Our concern can be with global warming and/or pollution generating cancer. The cancer can be to the bodies of human beings as health considerations and and/or the health of the economic system.

Now that the coronavirus pandemic has gotten our attention, to say the least, we can look at it as a special case in the environment. We don't know what the results will be from a variety of choices made

within the fifty states that impact the balance of quality of life from the standpoint of health and survival as compared with the quality of life considering the multiplicity of other elements of the quality of life. We will, however, have a variety of experiences and data that will help us design land use as an important factor in social distancing, and other elements of importance in dealing with recurrence of COVID-19 and preparation for other strains of coronavirus.

The devastation that is occurring now, and it will continue for an undetermined period of time, could have been substantially mitigated had we not squandered opportunities to prepare for uncertainty and then to postponing the preparation for containment, and effectively influencing the production of equipment necessary for dealing with the situation. The strategy being placed on the table here calls for a discussion of what was identified in the first two paragraphs of this essay; but particularly in the second paragraph suggesting a design that facilitates self-correcting systems. For your convenience, here are the two paragraphs:

A strategic approach to danger starts with awareness. Danger awareness provides an opportunity for prevention. The cost to cure is often substantially greater than the cost of prevention. Awareness, however, is a precondition for prevention.

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.

What is called for in designing each of the organic strategies in order to get a co-evolution of a balanced system is to gain and understand the interactions producing a balance in the system. What may be already obvious to some readers is that the economy has been going away from balance for many decades, and great measure, because the political organs have been going further away from balance. A great deal of this is associated with loss of balance in individual behavior in a multiplicity of roles.

In all of these cases, there is a heavily dependent upon understanding of the co-evolution of the organs in the system. The process of evolution is heavily influenced by the process of emergence, but also relates to the environment in which the system operates. The strategy here is to use land-use control as part of the system for controlling the evolution of the environment in the goal of getting a better balance in the system as it continues to evolve.

Clearly, *Homo sapiens* in the modern era have been doing a miserable job in protecting the environment from getting out of balance as it affects the global quality of life. So, we are now plagued with a virus that is leading to a worldwide depression. **We need a significantly better understanding of the reality of how systems work, and better systems of disciplinary control.**

Concentrating that control and hierarchal system without the source of power being the people whose quality of life being affected has consistently led to tyranny over time. The alternative of a democratic structure as *The Great Experiment* isn't doing very well. It looks as though we are being given into an opportunity which we need to do a better job figuring out how that alternative might really work.

The short answer starts with an understanding of systems in which the emergence of structural changes is generated by processes that alter the structure of the system over time. It then becomes a matter of understanding the co-evolution of the organs in the structure, especially the business-based economic organs and the political system, that are systems that are currently dysfunctional.

The basic concept is that structure influences process, and process influences structure, resulting in an evolution of structure. The *invisible hand* is emergence from one layer to another, while the *other invisible hand* is the co-evolution of the organs in the body of the system with the body itself.

What we are concerned with here starts with the co-evolution of the people and the society, but also co-evolution of the organs in the network, especially the business enterprises and the government as they influence the quality of life of the people, especially as it

influences the equality of rights and representation in government and fairness in the reciprocity of the system.

The key to a successful strategy is improving outcomes by understanding patterns, even in the face of uncertainty. The uncertainty is distinguished from risk in that risk may be calculated for closed systems based upon probability. But, the uncertainty of changes during evolution, especially as may be impacted by *black swans* (contingencies), calls for the use of the lens of complexity in order to improve outcomes by making better choices in the context of changing environments; that is by considering uncertainty associated with relationships that are not consistent over time.

There may be a great many variables in a system, some of which are a cause for uncertainty. The body of our society has a great many variables, and is analogous to human biology. The organs in our society may be understood as social science disciplines, especially as economics and political science. We may also consider that our internal self in our society, and our external self, and global relationships, are analogous to our inner and outer selves in human biology.

Using a health perspective, our internal organs of American Democracy may be designed to deal with an epidemic within the system, especially using nascent disciplines of network science. There is uncertainty associated with the cause and timing of epidemics, but preparedness is a cost-effective strategy. We also deal with an outer self, in the form of globalization. The use of preparedness is also relevant, and the same analytical systems are used for strategies in dealing with uncertainties. Preparedness is discussed in the opening chapter of the second book of the trilogy, *American Democracy Endangered*, and it is linked at the beginning of the body of what started as an essay, and is becoming a monograph.

CHAPTER THREE - EPILOGUE FOR TEAM FORMATION

INTRODUCTION FOR POTENTIAL PARTICIPANTS

This epilogue is reversing the analogical approach utilized by the LLC founder for more than a half century. In learning, researching,

writing, and teaching about real estate, land use, urban development and decision-making in the public sector and private sector, there was not only a search for understanding the other disciplines well enough to analogically relate to decision-making focusing on the specialization, but there was a search for understanding of the principles in the other disciplines that could be applied to the area of specialization that is rooted in land.

This epilogue is going to draw upon the knowledge related to the varied aspects of land-related knowledge that may be used to provide a better understanding of aspects of the disciplines discussed in the trilogy, and especially this essay that sharpens the focus to dealing with the aftermath of the crisis currently being experienced as a result of the coronavirus and the associated economic depression that is likely to result.

We may learn from experience, but it is helpful to have knowledge based upon science (rather than misinformation generated without regard to truth). But it also makes a difference as to the perspective that is used. The perspective used here is to draw upon expertise built from understanding a diversity of implications that relate to land, it uses, and the processes and structures that influence the evolution of its uses and implications. The intent is present in a way in which the reader can draw analogies, and principles, that will be helpful in rebuilding America as it evolves after the end of both of the crises.

It would be a shame not to learn from both of the crises, one focused on health and survival, and the other focused upon the economy and quality of life. Aside from the experience, it will take some science, but it also takes a perspective. Each individual chooses her own perspective, but the use of the lens of complexity will contribute to the capability of making better choices, choices that will contribute to better outcomes. This is all part of the process that may be discussed in an *emergent strategy* (a phrase borrowed from a book, *Emergent Strategy* by Adrienne Maree Brown).

Characteristics of Land

The four characteristics of land upon which we will focus include the following: (1) fixity of location; (2) long economic life; (3) impact

of environment; and (4) territory and territorial relationships. Our discussion will not necessarily proceed in that order. This will serve as a background towards our focus on strategic planning for favorably influencing outcomes.

The fixity of location and long economic life have significant implications for investor decisions. There is a dependence upon the environment for successful outcomes. It is a commitment to the territory to which one has what is known as *ownership rights* and to the larger territories upon which it is dependent. It starts with the regulation of land-use and goes on to include the local economy.

That is only a start since the local territory, as part of a state that controls the rights one has, is loosely termed as ownership. Those rights are not unlimited. They are restricted by government, and enforced by government. So those relationships are important as to outcomes as the environment develops. Furthermore, the state is one of 50 states that collectively has delegated authority to a federal government; and that federal government has substantial control over the environment. That federal government has substantial responsibilities for safety, starting with protection from interference by foreign powers, but encompassing other responsibilities, including our health in some dimension.

The reader may have noticed the federal government has notably failed in the protection of our health as related to the coronavirus and its devastating effects, not only on our health and survival, but also our quality of life through necessitating a recession in order to mitigate the damages to our health, including the mitigating of the number of deaths arising from the tragedy.

The state governments have varied in the quality with which they have administered their obligations with regard to the protection of our health, but on the whole the governors have done a better job than the president, and organizational structures are now being tested.

We shall return to performance of governmental responsibility when we get to discussing potential shifts in structure of the relationships between the states and federal government, and maybe even among the states.

The Role of Business Enterprises

Business enterprises receive their authority to engage in business either from the state government or the federal government. The counties, or other sub-jurisdictions of the state, may also have some restrictive authority as delegated by the state. The ownership may be in various corporate or other business forms, or other personal interests such as proprietorships.

Business enterprises are permitted by governmental authority because they perform functions for societal benefit, mostly related to the production and distribution of goods and services. Foreign enterprises may also be permitted to do business, and may similarly perform such functions.

Nonprofit institutions may similarly perform functions without the motivation of making a profit. They typically have a better sense of the role of various stakeholders in the enterprise than do profit-making organizations. The range of stakeholders, in both cases, is quite wide. It may include employees and volunteers doing the work of the enterprise. Also obviously included are suppliers and recipients of services. Maybe less obviously there is the community at large in many dimensions, including the drain on externalities for which the business enterprises may provide some compensation. Additionally, there may be significant impact on the environment in terms of pollution and global warming.

Some Similarities in Ownership

Returning to the discussion of land, we have an earlier sentence as follows: “It is a commitment to the territory to which one has what is known as *ownership rights* and to the larger territories upon which it is dependent.” There are various forms of *ownership rights*, the greatest of which is called fee simple. It is simply a form in which ownership excludes use by others; but it does not permit unlimited use.

The same may be said for business ownership. The most significant difference is that business activities have a mobility in terms of choosing to locate in different jurisdictions, of course, within the limits of those jurisdictions, and state and federal public policy.

As to similarities, consider the possibility that the availability of locations for engagement in business enterprises might be restricted by government, either state or federal government, beyond existing regulation. Business is permitted to operate in order to perform a function. The profitability is a motivation; but there are other considerations for effectively producing and distributing goods and services. Thus, should we not consider using public authority as a part of the design for the location of economic development? Consider that the operation of our democracy calls for discipline, some of which is by markets, and markets also require discipline.

RECONSTRUCTION OF THE ECONOMY FROM THE LOCAL LEVEL

The Disruption and Transition

The length and depth of the decline of the economy is highly uncertain, as is the likelihood and timing of the recurrence of the coronavirus. The evolution of change is likely to be so great that this essay/booklet may be modified and/or supplemented from time to time with short discussions of what is happening with this new great disruption and the emerging transition.

The logic used for the recovery, once the transition has bottomed out, may well be helpful for the intervening stages of transition. The Trumpian-Republican administration has demonstrated that it was so woefully incompetent in (1) preparation for the contingencies that arose, (2) in the choice of timing for engaging in the issues, and (3) leadership in dealing with the issues, that they do not appear to be potentially receptive to the concepts presented in this essay/booklet.

The next transition of the Republican Party, may return to some of the values that were at the core of what was known as the Grand Old Party, in a reincarnation in the form of a Grand New Party. If so, it would see the merits of protection from tyranny framed in the context of the necessity of at least two political parties as a matter of systemic discipline for protection of the processes for the pursuit of the unalienable rights claimed in the Declaration of Independence.

The next transition of the Democratic Party is likely to take form when it regains dominance in administrative and legislative matters. This essay/booklet is suggesting that its leadership may well choose democratic education as a key component of its *emergent strategy*. Possibly, the lesson learned from the failure to retain the blue-collar relationship in the last quarter of the 20th century will be a force in its reincarnation during the decade of the 2020s. The Democratic Party missed its chance to consider the future of the people whose jobs went overseas while their local economies were going to get Rust Belt deterioration. There was no vision of a comprehensive strategy for re-education for those whose jobs were being lost in the future of the local economies. More will be discussed in the sections that follow that relate to the scale at which democratic structures are most effective. [Hopefully we will add a link essay by Astra Taylor, author of DEMOCRACY MAY NOT EXIST, BUT WE'LL MISS IT BUT IT'S GONE.]

We are leading to developing an application of what may be termed as a *societal design* approach, a variation of *complexity science*, that recognizes a co-evolution of the electorate and its leadership. We could use an emergent strategy to bring us to a *New Age of Enlightenment*.

Considering the nature of our historic shortfalls, our focus here is on the redevelopment of the economy once some conditions occur. First, enough of the electorate is experienced by the debacle to have evolved enough in some ways to be discussed. And second, the successor leadership is experienced enough, and sufficiently educated to grasp the fundamentals of complex adaptive systems. Presumably, this could start with this essay/booklet, but possibly accompanied by delving deeper into the trilogy, *American Democracy Endangered*, for which it was designed as a supplemental introduction. The main introduction to the trilogy is in the booklet whose full title and subtitle is *American Democracy Endangered: Restructuring American Democracy*. Much of what is discussed as complexity science is practiced without the jargon, or even the knowledge that the nascent disciplines exist.

Since the source of authority for democracy is from the self-organization of the electorate, that is our focus. It may, however, be

supplemented with a discussion of structural changes, especially in relationship of the fifty sovereign states that are united in the form of the *United States of America* with delegated authority for foreign affairs and various elements of the common good.

Not surprisingly, our focus is going to be on markets, particularly utilizing an understanding of the relationships in the networks that impact markets for the use of land. The search is the departure point in the development of an application of the concept of utilizing *system design* to deal with approaches, which when considered on their own merits are quite acceptable, but when compared with alternatives, also with merits, revealed an apparent clash. Essentially, the paradox is resolved by framing the alternatives in patterns of complex adaptive system in which the emergent results have a commonality of interests that override differences that appear in what is seen as conflicting propositions. This approach is discussed in a Kees Dorst book, *Frame Innovation: Create New Thinking by Design* (2015).

In the discussion that follows, we are looking at this in the context of redevelopment of the economy. And we are considering it as a matter of *design*. In this approach, we see the matter of markets as being emergent properties of interactions in networks. As a matter of design, what does our society want as outcomes from those interactions?

Our approach goes beyond using the counterforce of constraints, to focus on an innovation in the design of societal systems. Additionally, we are looking for the development of an *emergent strategy* starting at the level of local economies. That focuses on input-output analytics for networks in local economic development. But as in other organic systems, micro networks generate macro networks. In the case at hand, we are looking at regional developments, especially as related to cooperative efforts of states with common interests and selected economic segments. The next macro network is a national economy, including its role in the global economy. The focus is developing successful democratic processes starting at the local level.

Our departure point is an exceptionally brief reference to the design of our democracy during the last quarter of the 18th century.

Our focus is to set the stage by going beyond the small bit that was started in what little was left of the first quarter of the 21st century when this draft was started. Significant progress in the development of a demonstration project is likely to take a great deal of time.

Discipline through Counterforce Constraints

A good place to start is with the Declaration of Independence that calls for an equality in numerous dimensions, including equality of access to representation by government and an equality and fairness of the reciprocity in the distribution of goods and services operated through markets. Although this is extensively discussed the third book in the trilogy, the opening paragraphs of the second book (as well as being linked) are presented here in a boxed form as follows:

If you are unaware of the erosion of your rights as an American, then you have not thought enough about what has been impacting the quality of your life. If you are aware of the shifts in the distribution of wealth and income that have occurred in recent decades, and the shifts in power that have impacted the rules governing American Democracy, then it is time to focus on restoring your rights in American Democracy.

As an American, what do you consider to be your most important rights? Whatever they may be, have you considered what you need to do to protect them? We are discussing a matter of justice. It was the pursuit of justice by the colonists that led to the Declaration of Independence. And, it was the pursuit of justice that led to progress towards the ideals articulated in *The Declaration*.

If you feel powerless, then you have already given up on one of the rights to equality embedded in *The Declaration*; the right of equal access to the tools of government. If that is the case, you would do well to learn more about American Democracy and the empowerment process. Abrogation of

the right to equal access to the tools of government may be in impeding your pursuit of being fairly treated by the establishment. That right to being fairly treated is a matter of reciprocity as a right for all Americans. It is a matter of justice.

The Equality of Representation. The equality of representation, as an issue calling for counterforce constraints, and the authority of the federal government and state governments in the matter, may be illustrated by the gerrymandering issue. A recent ruling by the Supreme Court dealt with the North Carolina case where ten of the thirteen districts had been represented by Republican representatives, even though the state's population is close to being equally divided. The Supreme Court chose not to provide the counterforce constraint of fairness in representation, other than to refer the matter to the state government. The result of the state government lawsuit was a redistricting plan that provided the Republicans with eight of the thirteen representatives. The proportionality of representatives by population would have been six and seven, one way or the other.

There are other representation issues, including presidential elections where the equality of representation is determined by the electoral college rather than popular vote. That process puts swing states in a position so powerful that the campaigns by the political parties focus on a small portion of the population in what amounts to a market structure denying the equality of representation.

The electoral college is a constitutional matter, as is the state and federal distribution of regulatory authority. In the crisis of the Great Depression, there was a significant transition of authority to the administrative branch. The recent *de facto* transitions of authority to the presidency have been no small matter in contributing to the damages caused by insufficient preparation for the double-barreled catastrophe underway. The discipline of the President of the United States, self-imposed influenced by Congress in the Justice Department has turned out to be lacking. The President of the United States tried to exceed his authority with regard to opening up

business enterprises, but pressures focused on the 10th Amendment caused him to recast his positions in a face-saving manner; but his pressure on the blue state governors is noted in an article alluding to “do me a favor.”

As a fallout from the encounter, the allocation of authority between state and federal government has come under discussion. It is uncertain how this will unfold, but some ideas will be put on the table. The ideas would bring it into the hands of the electorate.

The price of living in a free society is not only civic participation; it is in learning (one way or another) at least enough to rely on processes essential to the survival of American Democracy. That reliance should be placed on critical thinking and not accepting what has been called *alternative facts* (forms of fiction designed to misrepresent reality). Unfortunately, many of the processes essential to a free society have been gamed, and need to be moved closer to justice. The challenge is to restore and/or amend the processes so that they properly function to serve a free society. Without sufficient justice, our freedom will be gone.

Many of the processes are discussed in the trilogy. The focus here is on an innovation in process design and education that will facilitate preservation of at least two political parties, so that voters will exercise the discipline essential to preserving their freedom. Without sufficient knowledge and behavior, the electorate is on the way to losing their liberty, and living under the tyranny of a demagogue or other claimant to power who has no respect for the constitutional protections that emerged in the last quarter of the 18th century, and modified over two centuries of evolution. Consider the possibility that the time has arrived for some further modification.

The approach that follows is designed to shed light on processes that may be embedded in the design approach being discussed in the reconstruction of the economy at the local level. The idea is that by blending *frame innovation* and an *emergent strategy* along with other dimensions of the nascent disciplines with traditional disciplines of the social sciences, and the behavioral sciences, we can have a public sufficiently educated and motivated to enable our free society to function as a democracy. The way it looks now, Homo

sapiens as a species is dangerously dysfunctional. In short, *great dangers have emerged*, and our democracy being challenged more by us than by external forces.

The dual disasters were not inevitable. Compared with other forms of life, we are failing at the challenge of homeostasis. Many of the deaths, and much of the pain and suffering experienced in the next few years, could have been avoided as we as humans learned more about how to live. The liberal education is achievable through informal processes as well as through formal education. Although this educational innovation may be adopted by degree granting higher institutions, is designed to be mostly free through this website DEEP.

Equality in Reciprocity. The equality in reciprocity includes a fair share in the distribution of goods and services operated through markets. The design of markets is critical. Typically, that design is represented by structure, often focused on the concept of *free markets*. The *free markets* are not necessarily fair markets. Fair markets have a level playing field and are competitive.

By delving deeper, one may better understand how to obtain the desired outcomes. It may come through focusing on the processes in which the system operates. A key element in the processes is a matter of discipline. Self-discipline is a starting point. It was notoriously absent in the market for equipment essential for effectively dealing with the coronavirus. During World War II, we had price regulation and rationing as a means of disciplining markets. In the so-called war against COVID-19, the strain of coronavirus inflicting the pandemic, we were short on self-discipline and federal discipline. There was the appearance that the president was asking for favors from the governors regarding their comments where he might see an impact on the success of his attempts for reelection in 2020.

Markets may be of use for discipline, if the markets themselves are fair. The essence of fairness in markets is the equality of a level playing field. The discipline arises through competition, it not only needs to be fair, it needs to exist. The failure of competition to exist in industry is sometimes attributed to dominant firms in an industry engaging in unfair competition and driving competing enterprises out of business. Another source of failure of competition to exist, is

when the dominant firm acquires enough of the competition so that competing firms no longer exist.

Aside from being destructive of the proper performance of the function of the business enterprise, it exacerbates the unfairness of the distribution of income and wealth, and the firm becomes too big to fail. The too big to fail becomes a burden on society, exemplified by the financial crisis of 2008, and the ensuing Great Recession. The unfairness in the distribution of income and wealth is evidenced by the little if any progress for the masses during the decade of recovery, while during that same period there was an increase in the excessive concentration of wealth, especially by those who lead and own enterprises that have excessive market power.

The situation that has evolved is one in which there is substantial confusion between the function of business and the goals of the business enterprise. The function of business is to foster the production and distribution of goods and services for the benefit of the population. A reading of Adam Smith, in both of his books, makes clear that the *invisible hand* is the then mysterious process that produces societal benefits. Contemporary confusion exists because many people believe that profits are not simply the motivation for the effective performance of the function, but the sole goal of the enterprise without regard to its performing the function.

A rethinking of this approach, of profits being the function of business, is underway with expressed concern for the multiplicity of stakeholders in the enterprise. The stakeholders include the employees, suppliers, and the community at large. Beyond the immediate community, there is a larger community that includes not only the nation, but the global community in that the pollution and the global warming is destructive to the welfare of others.

Even at the local level, the business enterprises rely on externalities, some of which are supported financially by the business enterprise. But there are substantial community subsidies built into the provision of the externalities at the local level. Added to that there is a competition for inducing the location of the business enterprise to the local area, especially because it generates employment. That competition has local communities bribing business to locate in their jurisdiction by

using tax incentives. This raises questions as to governments proper performance of their functions.

Discipline through Design Innovation

Building Community. Building community is a first step in the process of the design innovation for reconstruction of the economy. The divisiveness that besieged us in the decades before the onslaught of the coronavirus and the recession/depression was cancerous to community development. In the mid-20th century there was greater acceptance of pluralism that currently prevails. Indeed, the divisiveness that prevails under the leadership that President Trump provided, and was followed by a vast majority of Republican congressional representatives, especially in the Senate, was so destructive that the proposed design innovation would have been impractical while they were in power. The disasters, however, are likely to be a factor in the reconstruction of the Republican Party that will lead to working across the aisle with the Democratic leadership that is likely to be elected in 2020.

Americans came together during the Great Depression because they really cared about others as well as themselves. That was also true during World War II, where there was an external enemy. The Great Depression grew out of conditions that were internal to the system. Mr. Trump characterized dealing with the coronavirus as a war, possibly so he could declare that he had won the war; a position which he generally uses as a zero-sum game with linear reasoning.

After World War II, a shift began in Washington moving towards doing *well* rather than doing *good*. The business community, and the workforce, shifted further and further towards self-interest and the lessening of community. It would be a crying shame to let the double debacle not be a lesson from which we learn that our strength as a nation started with the bonding of diverse states, and a diversity of population. Also, that it took two centuries to make significant progress towards the ideals articulated in the Declaration of Independence. As a nation we had a great opportunity to learn from the Great Recession and associated financial crisis of 2008. The lesson is that we simply do not understand the system well enough to make our society healthy.

The health of the system depends heavily upon the values discussed earlier in this essay/booklet, as well as the understanding of the system. Not only observance of the law, and the norms, but the ethics of not gaming especially with shenanigans related to justice.

The death and suffering from the coronavirus, and the hardships from the destruction of the economy that was making a recovery from the 2008 financial debacle, and associated Great Recession, is a wake-up call somewhat analogous to the unfair treatment of the tyrannical King George III that sparked the battle for independence.

In order to win the recovery battle at hand, it makes great sense to bond together as community, and to behave not only with knowledge, and caring for others, but for pursuit of justice in many dimensions. If America is ready for that, then the design of a free society built upon the foundational structure we were fortunate to achieve in the last quarter of the 18th century, will be feasible.

If that approach, or some other approach is not pursued taking us back on the path towards the ideals articulated in the Declaration of Independence, then we will fall prey to another demagogue who will take us to something other than democracy, although the word democracy will be in its identification, such as with North Korea (officially the Democratic People's Republic of Korea (DPRK or DPR Korea)).

Sense of Place. There are many dimensions for individual's sense of place, the first of which may be thought of as physical location for one's home. It looks like we are back to land, or territory. Gangs value their territory very highly, and have a sense of place, not only for physical location but for the community in which the whole of gang membership constitutes the community; everyone else being fair game.

Strangely enough, that is social capital. It just happens to be generally used for illegal purposes. Sometimes, it becomes so powerful that it takes over states. Consider it to be cancerous because it causes the death of states that we recognize as failed states.

History is replete with force being used to acquire territory and control of inhabitants. You can arm yourself as heavily as you like, or become part of whatever sort of community you choose, but the

bottom line is that your personal safety is protected first and foremost by, for the most powerful military force in the history of the world. Our nation has been scuttling its leadership position and we are put to shame by how much better others have done in with dealing with the coronavirus, COVID-19.

One of the three books in the trilogy discusses a sense of place in a variety of dimensions. The key points here relates to being part of a local community and the nation, plus whatever role one has in the economy and other elements of societal structure.

Diversity. There are also many types of diversity that we might discuss. Since we have been focusing on land, it should be obvious that the diversity of land uses is critical to the community, and the community that regulates it. Within those constraints, free markets may operate, but there are also regulations dealing with ownership, financing, and transactions. If you are happy with how that is done, you should learn more about the 2008 financial crisis, and your happiness will fade unless you were a perpetrator who benefited from the debacle.

The diversity of occupations, and specialties with and beyond occupations, account for a great deal of productivity. If you are interested in reading about that, an interesting place to start is with Adam Smith's second book, *Wealth of Nations*. If you really want to delve deeper, consider his first book in which he coined the phrase, the *invisible hand*. An easier route is to see one or more of the trilogy's books, where quotations from his books appear. Or, just search the website, DEEP, using the word *emergent*.

The Fifth Risk. "The fifth risk did not put him at risk of revealing classified information. 'Project management,' was all he said." That is excerpted from the Michael Lewis book, *The Fifth Risk*, in the second paragraph after he wrote, "And the human imagination is a poor tool for judging risk..." Then after a long sentence on responding to crisis after it happens, Lewis continues with "They are less good at imagining a crisis before it happens — and taking action to prevent it." [See pages 67-69.]

Now jump ahead [to page 77] and start reading the last four pages of the first major section of the book, TAIL RISK. It has some discussion about public policy, but makes some specific

reference to science and the choices that President Trump has made with his leadership strategy. They are applicable to the current double debacle.

If there were assigned reading for this essay/booklet, that book would be first on the list. With that endorsement, perhaps Michael Lewis will agree that the interpretation of *fair use* for quoting the few lines that included the one that identified the fifth risk did not erode sales of the book. Indeed, understanding the message really requires reading enough of the book to read the context for those quotes. It is also important to follow up with those last few pages in the section that deal with science.

These comments here are simply a departure point to a discussion of *project management* in the face of great uncertainty. It is the study of complex systems, to which the stage is being set as a prelude to introducing the concept of *frame innovation*.

The interpretation here, goes beyond the message of Michael Lewis. It goes to using the lens of complexity for discussing project management. Lewis has used that lens in at least two of the other books, *Moneyball* and *The Big Short*. As with many authors, concepts are used without the jargon. For our purposes, we need the jargon because we are looking to connect the relationships in systems in the analogies used.

Going beyond the identification of the *fifth risk* being project management, this discussion continues with a consideration of adaptability, even in hierarchal structures. The example is that in warfare, where detailed orders are given when in the battlefield, adaptation may become critical to success. The problem is even more complex when dealing with the organic system of societies, where co-evolution keeps changing structure. Here we are looking for a way in which the design of an evolving local economy as a part of a network that includes other local economies in a federal structure is based upon fifty states with a range of diversities.

We are benefiting from land-use analogies in order to understand a set of relationships that starts with diversity. Understanding the analogy is heavily dependent upon understanding the concept of emergent properties that result from the interactions in the system. The great difficulty is in creating a design in which the commonalities

of the diverse perspectives become central to the design. For that, we need to design a framing strategy.

Presentation of the Innovative Design. The presentation of the innovative design is predicated on developing a framing strategy that will accommodate conflicting propositions based upon a commonality of interests in restoration of the health of the system that is required for the operation of the conflicting propositions. The concept of pluralism is a good place to start. In American Democracy that allows for a peaceful coexistence between Democrats and Republicans, alternatively stated as between liberals and conservatives. That design worked reasonably well for over two centuries, but has been threatened by the divisiveness in recent decades.

Structure evolves from processes, so in our design innovation we will focus on processes so that we can frame an approach that accommodates seemingly contradictory views by focusing on the commonality of the desire for a free society. Without a free society, American Democracy will not survive.

The accommodation observes the commonality of values that are theoretically agreed-upon. They include the rule of law, norms, truth, and the pursuit of justice in accordance with the ideals articulated in the Declaration of Independence. Without that accommodation, our democracy will not survive. Our current situation shows that is not being accommodated, but the consequences of the disruption of the dual tragedies, the pandemic and the emerging depression, have a reasonable chance of restoring a commonality because there is a caring beyond short-term self-interest, a caring and results in bonding in the face of tragedy.

Using the human analogy of an organic system, we have the logic of information and energy as between nodes in the system, and the emergence from a micro network to a macro network producing properties not present at the macro level. So, individuals are the cells, and tissues take one to the organs. And then, the combination of organs takes one to the body as a whole. You may also look at the system and the information and energy producing power. Human life is heavily dependent upon the individual choice of how that power is used, but that is heavily influenced by the environment. They do

coevolve. And, we can explore how that co-evolution will produce the outcomes we desire.

The other analogy we have been developing is based upon a discussion of *complexity land economics*, a highly interdisciplinary blending of specialties that range from complexity science through economics and into real estate and urban development, with side trips into philosophy in the cognitive sciences. The focus is discussed in the second part of this essay/booklet based upon a societal discipline, for a free society, utilizing business location as a start, with substantial consideration of the location of national economic activity.

As noted in the first two paragraphs of this epilogue, the discussion is for potential participants who can bring their expertise into a team effort for *discipline through a design innovation*.

The Framing Strategy

The framing strategy is predicated on building community. The divisiveness was destructive of pluralism that is essential to a society that is designed to have at least two political parties, so that the electorate could peaceably generate the transition of societal control. A one-party system paves the road to tyranny. This epilogue is simply an invitation to potential participants who may participate in the process of self-selection in building a team to develop and disseminate knowledge.

The framing strategy is yet to be developed. The context is likely to be using the lens of complexity perspective for understanding American Democracy as an organic system. The focus is likely to be upon on the three main organs of the system:

1. The economy as an organ emanating from tissues built on capitalism, with a structural design for the common good, with a focus on the location of development;
2. The political structure as an organ currently dominated by tissues of plutocratic power in a democracy, with the transition to a more equitable representation of the public; and
3. A societal organ evolving from tissues of cultural change, heavily focused upon learning and caring. On the way to the pursuit of justice. The cells in the system are the individuals possessing the rights to vote that influence the political structure, but also others

among the cells in the system that constitute the workforce, as well as others who are part of a larger system of individuals in the societal structure that comprise the body subjected to the control of the sovereign state organized as a democracy.

As discussed, this is just the start of a demonstration project focused on the location of economic development as an element in the emergency strategy for a recovery from the dual disaster of historic proportions. It is intended as an interdisciplinary approach that can use a design framed that can unite the two principal political parties goal of returning to the path of a free society in pursuit of the ideals articulated in the key sentence: “We hold these truths to be self-evident, that all Men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty, and the Pursuit of Happiness.”

AVAILABILITY FOR EDUCATIONAL RESEARCH

The Digital version of this booklet, as posted on the website, will over time have added links to sections of the books in the trilogy, and other narratives.

Linking will be in addition to the use of apps designed to lead to discussions of concepts and ideas that will help the motivated learners in the education innovation, of which this booklet is a part. Additionally, it will help in the research programs for which is education innovation will provide data.

Institutions of higher learning, and other educational enterprises, are invited to participate. The authorship rights vested in the Maury Seldin LLC will be available as a gift to institutions of higher learning, and especially other educational enterprises who are prepared to offer certificates to learners who have demonstrated mastery of subject areas for which the innovative technology is used.

Although this demonstration project focuses on dealing with the endangerment facing American Democracy, the technology may be used for a variety disciplines within the social sciences and other arenas, especially where the situations require the use of interdisciplinary analytics.

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