



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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THE ESSAY FOR THE TIMELY TRILOGY BOOKLET SERIES
FOCUSES ON A RECOVERY STRATEGY FROM THE TWO CRISES
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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
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 endnotes.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 applicable to recovery from the crises. 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 [link] (that is the centerpiece of the DEEP website) in that the centerpiece essay 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, but really focuses on the nature of local economies especially as influenced by land use policies.

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. Additionally, we will use analogies drawn from urban land economics and related discipline in the social sciences.

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, we are using the opening chapter of the trilogy's second book as a conceptual departure for 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 and four appendices, the first of which is an abridged version of the first chapter the second book of the trilogy. The hard copy print version contains the appendices, while the version on DEEP uses links.

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 of reality. It focuses on your success in living in a free society. The three books of the trilogy are titled as follows:

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 on the website.

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. The hard copy of this booklet has appendices that when read in sequence also provides a line of reasoning for the trilogy, albeit in extremely condensed version.

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 broader 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.

CHAPTER ONE - AWARENESS OF YOUR RIGHTS

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. Our concern here, in applying the organic paradigm used for human biology to societal biology, is to examine the behavior of the nodes in the system as they alter the structure, and a systemic response of the structure. influencing the subsequent behavior.

The extent of your awareness is going to influence your understanding of the damage that been done to your quality of life as a result of the pandemic and the associated recession. In this section we are focusing on the role of the business enterprise in reaction to the damage being done by the dual crises affecting health and other elements of the quality of life, especially earnings for purchasing the necessities of life. The LLC's shortest summary makes the following points:

- The infection and death rate from COVID-19 is unnecessarily shamelessly high in the United States. It is accounted for by choices made in two major realms of organic activity.
 - o The first is that the government was not prepared to deal with the early warnings, nor was it prioritizing the health and welfare of the nation as a whole.
 - o The second is that the population was distrustful of the information available that would influence their choices in response to the rapidly changing environment.
- The societal attempts to deal with the dual crises were ineffective for at least two areas of activity.
 - o The first is in governmental program management in a variety of dimensions and levels of government.
 - o The second was in business response to the hastily provided with delegated authority to the banking industry.
 - o The third is the lack of trust that is rampant in the system, associated with the lack of fidelity to the purported values.

The trilogy of books and overview booklets provides more information. However, this booklet has a series of appendices that shed some light on the line of reasoning that is being pursued. In this brief section, we are focusing on the morality in

the business enterprises that were borrowing funds (repayment of some which would be waived under certain circumstances) intended for small businesses that would not be able to survive without those funds.

We will be returning to the main line of reasoning, especially the roles of individuals, and their protection of their rights. But for now, we will focus on starting the examination of the role of the enterprises in a free society. A major point is that businesses have a stake in the survival of the society that enables them to perform their function and receive the rewards for so doing, but they need to do a better job for the collective good. The public, as the electorate and the clientele provide a revenue to the business enterprises, would do well to better understand their role in exercising discipline essential to preserve democracy.

The opening case for structure and process is that of the as is the Paycheck Protection Program (PPT). It was the misuse of funds provided through the Small Business Administration's loan guarantee program under the Paycheck Protection Program (PPT); 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.

The latest news as of this writing is from a *Wall Street Journal* front page article on July 7, 2020. It is titled "Well-Heeled and Connected Among Recipients of Loans." The opening paragraph of the article (authored by Ryan Tracy and Chad Day with Heather Haddon) is as follows:

WASHINGTON — Prominent law firms, wealthy managers and politically connected businesses were among recipients of \$521 million in government loans in a program designed to help small businesses weather coronavirus pandemic.

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 third essay/booklet (*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 first essay/booklet (*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/y3rdlzjc>) 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 the 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 was taken control of by the newly-elected president on the road to an autocracy. 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 is through the 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 heavily depend on the voting power of the population, that could use substantial enlightenment; but their attention will have to be gotten. And their education will have proceeded by enough of them so that hopefully they will hold their representatives accountable for sound judgment focused on support of the electorate's interests. It may especially move as close to local scale as is feasible to local interests.

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

Supplemental Comments

This essay/booklet, 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. Some of this is discussed in the second book of the trilogy [more detail].

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 correcting for inadequacies internal to the system that impair progress towards the development of a Declaration of Reform and its implementation. This essay/booklet 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 (or appendices beyond the first appendix) 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 linked excerpt is as follows: Excerpt from IT IS TIME TO DECIDE! In the hard copy publication it is Appendix B - Recognition of Reality.

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 on the DEEP website is to an abridged version of that chapter is as follows: Abridged Chapter Three of BOOK THREE. For the hard copy there is an Appendix C - An Analogical Model Using Human Biology.

3. The third major link (the fourth appendix) 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. (The first appendix is Restoring Your Rights in American Democracy. It is provided as an orientation to the line of reasoning developed in the three appendices that follows it.)

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 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*, has been posted on the Discussion Platform of the DEEP website, as has the 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. For the hard copy publication it is Appendix D - Building a New Paradigm.

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 autocracy. 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 internally. 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 so 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 but 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 provide a 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 improving the quality and distribution of 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 is being challenged more by us than by external forces.

The dual disasters were not inevitable. [Links] 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.

THE OTHER INVISIBLE HAND

The Disconnection in Our Society

The disconnection in our society between the *haves* and *have-nots* has accentuated in the last half-century with the transition from the last of the Industrial Revolution to the beginning of the Information Revolution. Three bits of evidence are as follows: (1) the widening distribution of income and wealth, especially as evidenced by the top 1%; (2) before the Information Revolution, the youth expected to earn more than their parents, and now they expect to earn less than their parents; and (3) a vast majority of the population is suffering economically from the dual disaster of COVID-19 and the recession, while at this time the stock market is booming.

Don't be envious of the stock market investors; the jolt they will get will be well beyond the Great Recession, and it might rival the Great Depression. The volatility is heavily generated by algorithms based upon short-term indicators, without sufficient regard to the long-term fundamentals of the present value of future earnings. Face the facts; our societal system is dysfunctional, and we're heading to a long-term restructuring.

The really big question is do we have vision and power to rebuild our political economy in pursuit of the ideals upon which our nation was founded? We don't know the answer! But we have an opportunity for

a better vision of what may emerge in the recovery from the ravages of the pandemic and the decimation of our economy.

The strategic approach calls for understanding the complexity of the system, economically and politically, starting with the reality of markets as emergent phenomena and an evolution as an emergence of structure from behavior in the processes, the *other invisible hand*. We are deluding ourselves with reliance on free markets when we need to rely on fair markets. We're obsessed with the rule of law, while we neglect the role of law, as it ought to be. The rule of law now is debased by a tilt toward special interests.

Wake up to reality! We are as close to an oligarchy as we are to a democracy; but either we will change the system, or we will have the remnants of what was a Great Experiment. It is time to design the evolution of the system. That calls for going back to our core values, but coming up with a vision in which *our behavior will generate the emergent properties essential for a free society*.

The tribalism and divisiveness are destructive of freedom. They come from the playbook of demagogues. We need unity for our commonality of values. And it starts with pluralism.

Diversity is an Asset. Diversity is obviously an asset in the economy. It goes to specialization going back to the roots of economics with Adam Smith advocating specialization in the manufacturing of pins. And it goes on to the nature of production, not only for specialization, but for competition as a means of discipline. The concentration of industry has denied a subdiscipline of the market. We are suffering from the fallacy of free markets, although we agree that an either/or with government determined production is not much of a choice. Whatever happened to competition as a measure of discipline? Allowing corporations to become too big to fail is wisdom challenged, to say the least.

Diversity is also an asset to the political system. It is not only essential for holding representatives accountable, it is also fundamental to the evolutionary process that has identified diversity, selection, and magnification, as a process that leads to progress. Pluralism is an essential element in our Great Experiment. It is a source of freedom for people to choose how they live; and the price is simply for others to be able to choose how they live. Denial of the

same standard for all is a cancer to democracy. It is heavily rivaled as a denial of equality of rights; and, the rule of law is *biased to use its role for personal advantages*. It is being used as a source of power, not only for economic advantages, and political advantages, but also to force others to abide by one's beliefs in violation of protections accorded by the Constitution for individuals to choose their own beliefs.

What Goes Around Comes Around. *What goes around comes around* is a variation of the concept of recirculation as espoused by John H. Holland in his book, *Signals and Boundaries: Building Blocks for Complex Adaptive Systems*. Holland discusses nutrients in the rain forest in the context of the building blocks of emergent systems. The *what goes around comes around* phenomena in societal interaction may be viewed in many dimensions. For a start we can consider truth as an element affecting trust, that in turn turns out to be a building block in the emergence of behavior. That emergence is the *invisible hand*.

The *other invisible hand* is the evolution of the structure. Consider the wisdom challenged performance of national leadership and the public in dealing with the pandemic. America's poor performance in containing the spread of the virus is largely attributable to things. The first is the lack of preparation for epidemics, even in the face of clues that one was underway. The second is the lack of trust in the evidence and the guidance provided.

A better understanding of the system, and of potential outcomes, can make a significant difference in the quality of life. As discussed elsewhere on the DEEP website, we did not learn much that made its way into public policy as to system design. Maybe that is because we do not consciously design the processes with a view towards what would be beneficial to society as a whole. Rather, the nodes in the system (people, businesses, and multiplicity of institutions) pursue their own short-term interest in the absence of a design as the rules for our common good. A start is to consider two examples; (1) free and fair markets; and (2) rule of law and role of law.

As to the first example, markets are emergent properties of interactions in networks such as those composed of borrowers and

lenders, as for example, by the creation of loan secured by mortgages. The global financial crisis in 2008 was a result of markets so free that the creation of derivatives built a house of cards that collapsed the housing bubble leading to its becoming burst. Had the markets been fair; a process that would have required better government regulation, and better morality, the disaster of the Great Recession would not have occurred.

As to the second example, law enforcement provides a case example of the consequences of dysfunctionality of the system, as discussed in the fourth appendix to this booklet. That case reports on a woman who lost her job as a result of the Great Recession and who is faced with two unacceptable choices. Her babysitter didn't show up as scheduled, and she had a job interview appointment. She took her two children with her, but left them in the car. She came out and was arrested for violation of the law. That was law enforcement, under the rule of law. The system design not only failed to provide her with a better alternative, it generated the condition in which she was faced with two unacceptable choices.

The laws are designed for enforcement in order to control behavior. The real question is, where is the design for the environment that impacts the behavior? The answer lies in who is designing the law, and for whose benefit is it designed? Pursuing that goes to a question of power.

Niche and Hierarchy. That takes us to niche and hierarchy, the third component of what we are looking to develop as building blocks in the recovery from the pandemic and recession that is going to make clear to us that **we need unity in order to rebuild a free society.**

The third appendix to this booklet in hard copy has an abridged version of the opening chapter of the trilogy's second book, *Perspectives for a Sense of Place: Voter Empowerment*. That entire book, and its appendices are designed to educate the electorate as a building block for free society. It appears that a great many of the demonstrators refusing to wear masks to prevent spread of COVID-19 fail to understand social contract, and the role of science. A sufficient misunderstanding of one's rights may lead to chaos. Order will come out of chaos, sooner or later; but totalitarianism is one such form of order that may emerge.

This booklet is especially directed to business leadership in order to help them obtain a better understanding the niche is operated by business enterprises, and the range of changes on the horizon. That niche has the responsibility for performing the function of the production and distribution of goods and services in the hierarchal structure in which their authority to exist is granted by government. The profitability of the enterprise is a significant element in the motivation for performance. However, the constituency is not limited to the executives whose compensation is based upon that performance, for the owners who profit from the bottom line. That constituency includes the employees, suppliers, clients or customers, and the community at large. The failure for an acceptable balance may be the destruction of the capitalistic system.

Capitalism has a great potential, but also has a great responsibility. The last half-century led to a situation in which the concentration of power favored the business enterprise and the politicians in power to the extent of the abuse of the interests of the other stakeholders; an abuse that will not be tolerated for much longer. Failure to reform endangers the future of American Democracy.

The founder of this Declaration Era Educational Publication (DEEP), that is part of the Motivated Learner Enterprise designed to be a gift to a to-be-created not-for-profit organization, happens to have his doctorate in business administration. The fields of study besides real estate and finance, included money and banking, business-government relations, and applied economic analysis. The pro-business approach in the earned doctorate included a dissertation on the impact of the business firm on urban plant problems. That was in the late 1950s when the nation's rapid economic growth was restructuring our land use; and it generated associated infrastructure problems. For a quick view of his perspective, simply Google Maury Seldin/United Airlines and download the entire article. Please especially read the acknowledgments and endnotes.

A half century later, a book came out that supported what Maury Seldin happen to learn from the head of the management department about the function of the business enterprise. That book, authored by Duff McDonald, *The Golden Passport: Harvard Business School, The Limits of Capitalism, and the Moral Failure of the MBA Elite*,

runs 578 pages. The trilogy's first book, *Common Sense Revisited: America's Third Revolution* has a short paragraph about the book. It is as follows: "The irony is that United Airlines used analytics and algorithms for wisdom-challenged decisions in the face of uncertainty and **on top of a moral mentality aptly described** in a 2017 book by Duff McDonald, *The Golden Passport: Harvard Business School, The Limits of Capitalism, and the Moral Failure of the MBA Elite.*" [Emphasis added.]

That quote (from the trilogy's first book, *Common Sense Revisited: America's Third Revolution*) is in a section titled "Responsibility in Learning and Living." That section has three subsections: (1) Function of Business; (2) Understanding Markets; and (3) Finding One's Sense of Place. That excerpt and the following section, "Research, Education, and Progress," are on the DEEP website link as follows: Two Sections from the BOOK ONE Epilogue.

Co-Evolution. The co-evolution of the business enterprise structure in the American political economy can be closely tied to co-evolution of the electorate, especially as it results from its civic engagement. That process is no simple matter because the individual behavior is highly complex and operates through a highly complex political system.

The interactions among these organs, tissues, and cells, in the system (see Appendix D - Analogical Model Using Human Biology) are highly unpredictable! Part of this is because we do not know the length of the duration and extent of the devastation from the COVID-19 as it will affect the attitudes of the survivors towards governmental structure and performance, especially with regard to trust in the institutions. And, part of this is coupled with the nature of the reconstruction of the pattern of industrial production, and the service sectors of the economy. A further unknown is the emergence of successor pandemics that will require social distancing as a preventive measure.

As discussed in the trilogy's first book, there was a bonding together of the citizenry during the Great Depression and World War II. There is a reasonable expectation that the shared misery of two crises inflicted at the same time will restore a significant element of unity. In addition to the analogical use of human biology

to understand the complexity of interaction of societal organs, especially including the dealing with economics and politics, and the tissues of business enterprises and regulatory authorities, we have another analogical paradigm. It is one used for the multiplicity of disciplines dealing with land-use and patterns of development.

The founder's experience in the use of that paradigm is being applied in assessing a potential duration of design innovation for innovation in a recovery approach from the double disaster to restore the American political economy back on the path to the ideals articulated in the Declaration of Independence. The design uses an *emergent strategy* blended with *frame innovation* so as to present a nonpartisan approach to the recovery in the context of the paradigm that utilizes land-use control and local economic development as a scaffolding for restructuring a political economy.

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 unity for the common good, 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. We have failed to be prepared for an epidemic, and we have failed in trust for the common good. Trust matters in the prevention of the spread of the disease. However, our national leadership has not earned the trust of the public, especially because it is not justified. The president pursues his own political interests at the expense of the public interest, and the failure to use masks prevents the spread of the disease is a political statement.

The case in point is that one of the three books in the trilogy discusses a sense of place in a variety of dimensions. Trump's followers are being led to divisiveness at the expense of being part of a local community and the nation in a common interest, Some of them may violate traffic laws, with the excuse of running a red light because they did not see any oncoming cars.

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 *emergence*.

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, and a trust the common good, 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. It requires trust as an element in building social capital. 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 emergent strategy for a recovery from the dual disaster of historic proportions. The start will be with individual behavior in the local economy, with individuals choosing how to live. That requires a morality that includes the norms for the common good. 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.”

APPENDIX A - RESTORING YOUR RIGHTS IN AMERICAN DEMOCRACY

PART I AN OVERVIEW OF THE TRILOGY

CHAPTER 1 RESTORING YOUR RIGHTS IN AMERICAN DEMOCRACY

EMPOWERMENT IN AMERICAN DEMOCRACY

The Erosion of Your Rights as an American

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 unfair treatment arises by virtue of the rules that are made in the operation of government and in the regulation of businesses and other enterprises. The power of wealth

and unequal access to the tools of government have enabled gerrymandering and biasing of voting rules to favor those with great wealth and impede the functioning of government for the public good. The inadequate regulation of business has facilitated unethical practices and the lack of reciprocity in the compensation structures of major corporations.

These two ideas, one being the right to equal access to the tools of government, and the other being fairly treated as a matter of reciprocity, are two aspects of equality that are engendered in that key sentence from the Declaration of Independence. Take note of the word *equal* 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.”

Democracy is Being Undermined Internally

Democracy is being undermined internally by the rich and powerful in order to further their personal self-interests as well as by ideologies rooted in the misunderstanding of the reality of processes engendered in fostering the evolution of democratic structures suited for the pursuit equality of rights to life and liberty, including the individual’s right to pursue one’s own happiness...

...Make no mistake about it, the distribution and abuse of power is a matter of injustice that is cancerous to American Democracy. The societal structure has facilitated and limited whatever quality of life it is that you enjoy; and even what remains after injustice is in grave danger. It will take a reform movement of some sort to put American Democracy back on track towards the ideals articulated in *The Declaration*. Failure to put America back on track would likely lead to a further diminution of the rights of individuals and would likely be recorded in history as a failure of *The Great Experiment*.

American Democracy as The Great Experiment

American Democracy began as *The Great Experiment* in Western Civilization with the Declaration of Independence. Its

occurrence was a matter of justice in that King George III was not responsive to the grievances of the colonists; a clear case of lack of reciprocity. The revolution was a middle course compared to the approaches earlier taken by Scotland in its relationship with Britain and later taken by France. It was an aversion to the concentration of power and was dealt with when the Confederation became a federation via the Constitution that provides for the three branches of government.

Our discussion necessarily focuses on the distribution of and exercise of power. Since your mindset already has some preconceived notions of the motivations of elected political leadership that is a reasonable place in which to start in assessing the current condition of American Democracy. However, in the process of exercising your own critical thinking, consider some historical perspectives regarding concern for the viability of democracy. The issue is, what does it take to make democracy work?

Once you have formed a reasoned position with regard to what it takes for American Democracy to work for others, as well as yourself, the next issue is, given your sense of place, what are you going to do about it? If you abdicate your rights, and if you are accompanied by enough others, the democratic system will simply not function properly and its continued existence is endangered. And if you and enough other Americans make poorly reasoned decisions, the democracy will also fail. So, if you value living in a free society, you would be well advised to pursue a reasoned position with regard to what it takes for American Democracy to work for others, as well as yourself. It then takes adequate civic engagement, the quality of which is significantly affected by extent of understanding of what it takes for a democratic system to work effectively. This trilogy is designed to help the motivated learner.

In developing a reasoned position, Plato is a good place to start. Please consider his view on democracy in the context of his view on justice. A really brief summary is in a combination of a two-sentence excerpt from a paragraph about Socrates and the full paragraph about Plato that follows. The quotes are from the book by Victoria C. Gardner Coates, *David's Sling: A History of Democracy in Ten Works of Art*. The excerpt is as follows:...

...Fast-forward to the Enlightenment era and you have views that included doubts about the public's competence for wise decisions as an electorate, and a preference for reliance on the benevolence of the head of the hierarchal structure. At the other end of the spectrum, you have the rise of movements espousing the source of authority being the individual rather than royalty or other persons at the head of the hierarchal structure.

In the extreme case of the French Revolution, the Enlightenment era was said to have come to an end with the death of Condorcet who was among those who provided the intellectual strength of the French Revolution. It ended as a result of the efforts to deny the right for an individual to think independently and express those thoughts. It was rooted in the concept of the "*general will*." Edward O. Wilson, in his book *Consilience*, puts the end of the Enlightenment as March 29, 1794, the date of the death of the Marquis de Condorcet. The imposition of "the general will" had left no room for reasonable differences.

At the time of the Declaration of Independence, there were substantial reasonable differences among the colonists on some key issues; however, there was a commonality of interest in the societal justice that necessitated throwing off the yoke of the tyranny of King George III. It led to a revolution that established a confederation, but the process of uniting the operation of the thirteen states led to a federation with a constitution that contained a First Amendment that spoke to the rights of freedom of thought and expression. The rights of freedom of thought and expression were part of the roots of the Enlightenment era that facilitated *The Great Experiment* in Western Civilization, the United States of America.

When Alex de Tocqueville wrote *Democracy in America* he expressed concern that there would be a tyranny of the majority. The centerpiece of the discussion of Tocqueville's *Democracy in America* considers America as a complex adaptive system, viewing its dimensions with an interdisciplinary perspective. His concern was with equality in democracy leading to the danger of tyranny of the majority. That was early in the 19th century when de Tocqueville visited the United States in order to glean some ideas for France.

Late in the previous century, voting rights in the United States

were vested only in white males of age who also owns property. Given the scale of governmental organizations, that was workable. Over time the voting rights were extended, and it took about two centuries to make major progress, the extent to which is being reversed in cases of gerrymandering and unreasonable voting rules.

What de Tocqueville was concerned about, the potential tyranny of the majority, seems to be what the late James McGill Buchanan was concerned about according to the book review quoted earlier. The review was title “Minority Rule,” with the subtitle “How the economist James McGill Buchanan laid out the game plan for the radical right.” What the radical right was doing to the Democratic administration in its Barack Obama led years seemed to be the doing to the Republican legislature. Then it continued during the start of its Donald Trump led years. But it didn’t take long for some legislators with moderate views and the willingness to cross the aisle to retire, particularly by not running for reelection. The threat of heavily financed Republican contenders was a force to consider. That force continues to contaminate the democratic process.

Pursuit of the ideal in the extreme, left or right, has according to the writings of Isaiah Berlin, not ever worked out well. Diversity is at the heart of an evolutionary process. It took two centuries for great progress in moving towards the ideals expressed in the Declaration of Independence, but in recent decades that progress has not only faltered, but is endangered by what could result in extreme loss of individual rights, and could endanger the wealth at the high-end of the distribution along the lines of a Russian Revolution. Not only is their concentration of wealth endangered, but a major disruption that would destroy the extreme in balance is a threat to the continuation of the *Great American Experiment*. It will take an evolutionary process of reform to enable a capitalistic democracy to continue; income and wealth distribution does not even need to be close to equal, but the unalienable rights to equality referred to in the Declaration of Independence need to evolve closer to some semblance of justice.

The first and the third books in this trilogy, *American Democracy Endangered*, each has a summary or interpretation of five points engendered in an interpretation by Danielle Allen in her book *Our*

Declaration: A Reading of the Declaration of Independence in Defense of Equality.

A ROLE FOR EDUCATION FOSTERING VIABILITY OF AMERICAN DEMOCRACY

Business organizations, as key societal institutions of our time, have a dominant effect on the qualities of our lives. They rely on the franchise from government to enable them to pursue their interests, and to various extents they are regulated in the public interest. There is a broad-spectrum of views as to what constitutes their appropriate behavior. But, there is a rising disgust with what is seen as outrageous misbehavior in the selfishness in the pursuit of profits without regard to the interests of other stakeholders in the operation of business enterprises.

An example of rising disgust with what is seen as outrageous misbehavior is noted in the United Airlines case in the article titled *United Airlines' Analytics and Algorithms Can Help to Save American Democracy*. At one time the airlines industry was highly regulated. It is not a big stretch of the imagination to see restoration of a highly regulated system, even though a reduction of the concentration of power in the industry would be a better solution providing competition at hubs rather than domination by a single provider.

There are better examples in other industries in which competition has been eroded, and great wealth has accrued to a very small proportion of the populace. Capitalism can perform a lot better for society than it has done in its current development, and the capitalists would find it in their interests to consider the continuity of the system of democracy as a matter of high priority rather than simply endangering it by their exploitation through rigging the system with a regulatory structure not in the public interest, but which benefits them personally; but may turn out to be only for the short-term.

The rules matter for process and structure; thus, the rich and powerful are not exempt from needing a better education as to what is essential to the continuation of the democracy that has enabled them to fare so well. The concentration of power and exploitation of interests of others, as it has been evolving in recent decades, is

leading to a discontinuity; somewhat akin to the restructuring of the power of business enterprise a little over a century ago. That was in the age of the *Captains of Industry*, or *Robber Barons*, if you prefer.

Behavior is heavily influenced by beliefs, and beliefs are heavily influenced by experience. Whatever the starting place, education can improve the quality of decisions. Of particular importance is the ability to think critically and of the right of the individual to think for herself or himself and to express those thoughts. The idea that our higher education system has not been doing well at its job will be discussed in the context of viability of American Democracy.

The case has just been made that the education of the electorate is critical to a viable democracy. We now turn to the education of the leadership. Our first concern is with educating the leadership of business organizations. Later we turn to a few comments about political leadership, and finally to the education of leaders in the philanthropic arena and in community service organizations, including religious institutions. But, given the focus of this chapter, the predominant discussion will be in the roles of the business enterprises that are critical institutions in impacting the quality of life the vast majority of Americans, not only from what is understood as negative liberty, but also positive liberty.

The Education of Business Leadership

In recent decades the education of business leadership has led to a dominant view that the function of the business enterprise is to make money for its owners. An early clue was the statement by the head of General Motors that they were in business to make money not cars [See page 348 of *The Golden Passport: Harvard Business School, The Limits of Capitalism, and the Moral Failure of the MBA Elite* by Duff McDonald]. A recent clue is in the actions of United Airlines in physically forcing a paid passenger to deplane because they had oversold the seats and needed additional seats for airline employees, as discussed in the article, *United Airlines' Analytics and Algorithms Can Help to Save American Democracy*. [How United Airlines' Analytics and Algorithms Can ... - Sciedu Press, <https://tinyurl.com/spezvec>]

Corporate Responsibility. Corporate responsibility may be viewed from the vantage point of the function of business; but also from the vantage point of the objectives of the enterprise. Understanding the difference makes a great deal of difference.

In the mid-20th century the prevailing view of the function of business was to produce and distribute goods and services of benefit to the consumers. The quest for profit was simply an incentive for that production and distribution with the discipline of the market sorting out those firms that were not profitably performing the function. Since that time, it appears that prevailing view has picked up on the ideology of profit for the owners and their agents who are the top executives of the enterprises. That approach is endangering the future of American Democracy.

There is, however, even early in the 21st century, a minority view with excellent logic. In the 2017 book by Duff McDonald, *The Golden Passport: Harvard Business School, The Limits Of Capitalism, and the Moral Failure of the MBA Elite*, Rakesh Khurana makes the point "...that the School actually had a responsibility that it has failed to live up to. [p.440]." What follows is a long quote presented in the book as follows:...

...[The endnote sites Ed Butler BBC September 10, 2010 and a web link.]

...The stakeholders go well beyond the owners, and their agents. Included are employees, the customers, and those affected in the community, especially by the changes in the environment. When the externality costs are considered, the operation of some firms producing a profit is substantially a trade-off of external costs to the community for profit to the firm.

Environments Change. What occurred since the mid 20th century was a variety of culture changes. World War II united Americans for survival as a free society. The role of government changed in order to recover from the Great Depression. Later, after World War II, Congress fearful of an economic downturn passed legislation pursuing high levels of income, employment, and output. It provided a G.I. Bill of Rights that fostered education. And the economy

resumed a period of substantial growth based upon the production of goods and services.

Aside from the erosion of a commitment to communal interest, there was a structural change in the nature of goods and services produced and consumed in the domestic economy. What grew was a commitment to self-interest, especially in the consumption of goods and services. Substantial segments of industry shifted from focusing on quality and service to focusing on the bottom line. Foreign competition was having more than one kind of impact.

When regulations arose to economize on consumption of fossil fuels, American industry hired lawyers; Japanese industry hired engineers. The General Motors debacle with the ignition switch came about because of the silo organizational structure utilized to drive down costs, but not working as networks with a common purpose that included safety for the consumers of the products.

Not only did the structure of production shift because of foreign competition; the *Information Revolution* significantly altered the nature of organizational operations. As a result, many people employed in middle management lost their jobs. Additionally, jobs on the production lines were lost because of structural changes in the economic base of many local economies; and there were no national strategic policies for dealing with the evolutionary process in the interests of the workforce.

After developments late in the 20th century came the 21st century with the subprime crisis and capital market freeze that led to the Great Recession. The net result was deterioration in the quality of life for the vast majority of Americans losing relative position in income and wealth, while a small proportion of the population was getting increasingly wealthy and powerful.

The Costs of Ignorance and Greed. The costs of ignorance and greed are very high. Some of the costs are borne by those who simply have a lack of knowledge of the consequences of their choices. And, some of the costs are born by the greedy. But, a great deal of the costs is borne by innocents. Take the case of The Great Recession.

That Great Recession was preventable. Scarcity of morality was remarkable. When a mortgage underwriter complained to his

manager that the loan was bound to default, he was still instructed to make the loan. It was going to be sold so someone else would be stuck with it and if their firm did not make it another firm would. Borrowers were making loans with no intention of repaying, simply getting close to free rent until they were dispossessed. Loan packagers were diversifying bad loans and getting risk ratings on the packages that bore no relationship to the reality of risk of repayment. In the movie, *The Big Short*, after interviewing two participants in the mortgage banking industry, one of the interviewers commented to the other that the two participants were readily revealing their business secrets, to which the other interviewer responded, “They were bragging!”

Congress legislated pressures for greater amounts of subprime mortgage loans, and intermediaries created to foster national housing finance markets exacerbated the situation by contributing to creation of mountains of debt so far out of proportion to the underlying security of the property pledged to secure the loans that the burst of the housing bubble and the freeze in capital market caused losses not only to borrowers and the providers of the funds, but innocent people in the public who had not participated in the process. That was not only from the loss of jobs because of the recession but because the federal deficit had grown so large in earlier decades that sufficient fiscal policies were unavailable for dealing with the recession; and so the monetary policies drove rates so low that retirees, and would be retirees, wound up with retirement income that for great many people was reduced by as much as one-half of what would have been but for an unnecessary Great Recession.

Some participants in the highly leveraged system simply took their profits out unloading what they knew to be assets that were valueless, except for trading to the investor victims. Financial institutions experiencing great losses received bailouts from the federal government. Homeowners, and those who became unemployed in the recession, got short shrift.

Legislation was passed in an attempt to deal with the issues, but over time its implementation has faltered. And with the change in administrations, there has been a substantial reduction in the regulation. There are lots of villains, and a great shortage

of understanding of what it takes for the economic system to properly function.

The extent to which capitalism and its democratic environment can endure under a continuation of the trend is highly uncertain. Part of the problem is that the nature of the free market and invisible hand is misunderstood, and part of the problem is that the balance between short-term self-interest and an enlightened self-interest appreciating the values obtained through community interest is either not grasped or ignored.

Free Markets. Free markets may simply mean that market prices are free to adjust in order to get matches between supply and demand. That is in contrast to a regulated market in which a governmental or other authority is setting the price. Conspiracy among suppliers in an attempt to regulate prices is domestically called *monopoly*, the conspiracy in restraint of trade; and it is illegal. On the international basis the conspiracy is called a *cartel*.

The diamond cartel works pretty well. The oil cartel, does not work quite as well. The idea is to band together in order to enhance profits even though it exploits others. It requires cooperation and an ability to enforce the cooperation. Domestically, business firms may form associations for their commonality of interests and get some of the benefits which could border on conspiracy in restraint of trade. However, the trade associations lobby and get rules that provide regulation favorable to their business interests. The proper balance between the benefits to the consumers and benefits to the producers, as well as other stakeholders depends upon the fairness of markets and business practices. Regulations have a role to play.

The power law of economics provides a distribution of income heavily skewed to the high-performing few as in sports and business. It has in the *Information Revolution* produced a handful of corporate enterprises with exceptional profits and dominance in markets. The freedom in the markets has not done well when viewed from a broader perspective of community interest. There is more to community interest than simply the lowest possible price.

One might argue that there is a responsibility for government to deal with these issues, and we shall shortly turn to that perspective.

The point here is that if the business sector does not do what is necessary to assure the democratic environment they rely on, their failure to properly observed their social responsibilities could lead to the destruction of the democratic environment that provides their opportunities. The concept of free markets as envisioned in the operation of the invisible hand *does not mean totally unfettered markets*. In contemporary economic theory one would expect a level playing field for the market to perform the functions envisioned by Adam Smith in his use of the term the invisible hand. The invisible hand is further discussed in the trilogy's third book, *American Democracy: The Declaration Pursuit and Endangerment*.

Fostering a Culture Change in Business. Before turning to discussion of the education of government leadership, it is well to consider the nature of the power structure as it relates to culture. The book by William Deresiewicz in 2014, *Excellent Sheep: The Miseducation of the American Elite and the Way to a Meaningful Life*, notes on the book jacket the following:...

...Since I believe there is hope for cultural evolution, I am sharing much of the start of a draft of a self-explanatory letter that was never completed or sent, but shows some hope for the evolution of culture. The opening part of the draft is provided in an endnote.^{vi} The endnote also indicates some research planning.

This chapter is a potential vehicle for fostering further efforts to do something about the issue of the shortage of critical thinking that is rampant, not only in business but especially in government starting with the electorate all the way up to the President of the United States who apparently is not grasped the progress made in Western civilization in recent centuries and has a greater comfort in aligning with autocrats than with leaders of free societies.

The *Wall Street Journal* had a story on June 6, 2017 titled “MANY COLLEGES FAIL IN TEACHING HOW TO THINK.” The subtitle is “A test finds students often gain little ability to assess evidence, make a cohesive argument.” Some excerpts are as follows:...

...The Education of Government Leadership

The education of government leadership might be looked at as starting with knowing the right thing to do. In the case of the Great

Recession, it was clear on some counts that government did not know the right thing to do. For one thing, the push to foster homeownership through subprime lending, while well-intentioned, had disastrous effects, in part because of the regulation in the capital markets was totally inadequate.

Doing the right thing, may be looked at as a separate issue. When legislators trade integrity for security in political office or personal gain, the wrong person has been selected to represent the constituency whom they are supposed to represent. The result in the favor of the donors who supported their election carried to the extreme is at the expense of those whom they supposedly represent. When districts are gerrymandered so that representatives are so secure in their election that they can hold hostage the nation's welfare as a price for ideology, they scuttle the process of resolving reasonable differences. The education and ethics of government leadership is no small matter.

What is apparently missing in the prevailing representation by political leadership is the knowledge of what it takes for complex adaptive systems to evolve without undesirable discontinuities in the process. That is what led to the financial crisis in 2008 and the ensuing Great Recession; and it is likely to lead to the next disruption.

In a democratic system, the diversity is an asset in the evolutionary process. It leads to opportunity for selection of paths to deal with the nature of a changing external environment as well as approaches to dealing with injustices that are adversely affecting the societal structure. That diversity calls for compromise and results in a better representation of the interests of the electorate. What is leading to the next major disruption, a crisis of sorts, is the tribalism producing a polemics with little across the aisle cooperation. In essence, compromise is an essential element of democracy. Concentrations of power from aggregations of safe seats and used to blackmail legislation bringing the suspension of normal government operations to a halt, as with recurring shutdowns in recent times, is an unhealthy functioning of the system.

A great part of the problem is that the evolution process provides changes in options dealing with costs and benefits, and while benefits may outweigh costs, there needs to be some sense

of equity as to who is bearing the costs and who is achieving the benefits. The distribution of power has it skewed so far to the right that a very small proportion of the population is endangering the success of the democratic Great Experiment through their concentration of power. The mass of the population, when it fails to understand what it will take for the democratic system to properly function, facilitates the operation of the system that turns out to be dysfunctional because it is manipulated for the benefit of the few at the expense of the many.

Common Sense Revisited: America's Third Revolution, first book in this trilogy, starts with a focus on the so-called tax reform and leads to a discussion of exposing economy to again being unable to sufficiently utilize fiscal policy to combat the next recession without the extraordinary reliance on monetary policy as was required to deal with the Great Recession. There was a great lesson not learned by many in the current political leadership.

What began brewing in 2018 and is metastasizing in 2019 is an international trade disaster. There are analytical systems for identifying patterns of behavior leading to undesirable outcomes. The approach being taken by the administration is being built upon a series of linear strategies not connected into a holistic system. It is analogous to the bridge player who may know how to play a suit, but not understand how to play the hand.

Structural Failure of the System. This brief discussion of the education of government leadership almost has the tone of advocating Plato's approach to developing Philosopher Kings, if interpreted as not having faith in the wisdom of the voting public in electing responsible leaders. Plato ranked democracy low among the options for organizing a political structure in part because of distrust for the wisdom in the election process. In the 2016 elections there was a distrust of the establishment. **So maybe the educational failure of the political leadership lies in the quality of the education of those elected, as a reflection of the wisdom of the voters who elected them.**

The survival of American Democracy is dependent upon the knowledge of its leaders and the underlying values that are used to employ that knowledge. The first bit of value-based knowledge is the

understanding that the leader is there to do good not to do well. The second bit of value-based knowledge is the understanding that American Democracy is a pluralistic system in which the principle of peaceful succession is critical to its survival.

As discussed in the first book of this trilogy, the seeds of shifting from doing good to doing well began getting nourishment in the post-World War II era. The plant has bloomed sowing a great deal of injustice because of the failure to adequately deal with the environmental changes faced by the political economy since structural shifts in the nature of economic production. The big issue is power!

Power can produce the economic rewards for the leaders and/or the population. But when the name of the game is to stay in the game, elected leadership is playing the wrong game. The name of the game is justice and compassion; and it can be generated by faith and/or reason. But without justice and compassion the organic nature of the political economy will decay. So there needs to be an education to understand how the *Great Experiment* of American Democracy could flourish.

Shortfall in the Process. American Democracy is not flourishing now because the cancer of injustice has metabolized in recent decades as a result of the political leadership on both sides of the aisle falling short in their understanding of evolution. Since the inception of the Information Revolution, it appears that leadership has not been well educated enough to understand that the political economy was not geared to retraining of a workforce, suitable for industrialization, to be able to transition to the shifting demand for different production skills. Additionally, the character of the economic growth provided a distribution of income concentrated at the high-end, with a concentration of business enterprise that became so powerful that a great many potential competitors were either acquired, or driven out of business by competition designed for that purpose. The result is that the evolution of the process has given us a structure that that has the capability to destroy the democracy.

There has been an ongoing deterioration not only in the shortfall in the knowledge and ethics of business leadership but also in

the political leadership. An inflection point that will go down in history is the election of a president in 2016 not at all suited for the job. The market is being flooded with literature that indicates that the analytical systems used by President Trump, although perhaps suited for real estate business enterprises, fails to meet the standards expected of the leader of the free world.

As discussed in the first book of the trilogy, common sense distrusted the concentration of power. And yet the processes being employed in designating the leaders of the three branches of government are being skewed towards retention of power without regard for appropriate representation of the diversity of interests in a pluralistic society. Not discussed in the first book of the trilogy because the Mueller report had not been completed, but what has evolved since then, is that President Trump's stonewalling the Congressional pursuit of its oversight responsibilities is an ingredient fostering an impeachment by the House of Representatives not likely to produce a conviction by a Senate dominated by a Republican majority which as yet has had too few Senators to emerge with a favorable result from a crisis of conscience when they really believe that the right thing to do under the circumstances is to take a position that has the danger of retaliation from President Trump or his supporters

The use of *truth* and *reason*, elements of the Enlightenment that led to the Declaration of Independence, are being trashed in favor of use of the Putin approach of being a "Redeemer" in a victimize society and disregarding facts and norms that have provided the foundation of America's progress. The Grand Old Party that had contributed to America's progress going back to the Civil War evolved to being co-opted by the president and diminishing the percentage of senators those would cross the aisle when they saw it as appropriate by the issues. The issues may be viewed as the mix of Senators with conscience and the percentage of those who can appropriately deal with their crisis of conscience. The Grand Old Party morphed into the Trumpian Party, but in the 2020s it may become a *Grand New Party (GNP)*.

The Democratic Party has started to undergo some restructuring, but with uncertain outcomes. It could go so

far to left with a result of a tribalism battle of the two major parties; a battle that would contribute to a dysfunctional system of polemics. If that led to a tyranny of the left it could be as destructive as a tyranny of the right. It might not resemble the Russian Revolution, but it could produce a jolt that some at the far right of the income and wealth distribution would have preferred to avoid; and would in retrospect have wished that they had focused on repairing the shortcomings that produced a dysfunctional so-called democracy. Recovering from cancers of having gone too far is no easy matter.

In the complex adaptive system of the American political economy how far the cancer goes may relate to what is going to evolve from what used to be the GOP. What seems to be most likely in avoiding the tribalism battle is a Democratic Party that utilizes capitalism as the vehicle for social programs, and the discipline of the market so that companies do not to become too big to fail. Regulation for market structure and market discipline fostered by restructured Democratic Party would bring a *Grand New Party* crossing the aisle with a restructured Democratic Party that focused on justice, a fairness in the system that has been gamed to benefit that the few and the powerful. Giving up the gaming of the system may well have some similarities recovering from addiction. Power is an ephemeral thing when there is accountability. Some people feel compelled not to play fair. It is time to hold all elected representatives accountable.

Tyranny is not consistent with democracy. As it looks now in the mid-2019s, the likelihood of the bigger tent for the Democratic Party is such that it will bring in some of the electorate that fell for the misrepresentations by the presidential candidate who may not even have a nodding acquaintance with the truth. A great deal depends upon what various portions of the electorate really believe as to how their interests will be taken care of; and how over time they come to realize what evolved came about. Learning really counts.

The future is going to hinge upon the education at all levels of the networks that enable a free society to function. There are high hopes for some who have done well enough that they are able

to provide resources for doing good at a scale that will rival what emerges from government.

This was prepared for the website as part of a January 2020 preview the trilogy. It serves as part of set of first chapters that serve as part of a further introduction to the trilogy. The plan calls for updating before the entire second book will be available for review and comment in hard copy.

As an interim measure, this note is being inserted so as to facilitate linking to other parts of the trilogy. The major discussion to which this is to be linked to is an updated version of an appendix that appears in the trilogy's first book. That appendix, Appendix 1E – *The Integrity of American Democracy Undermined*, will be provided in some form as an a Appendix B26B – *The Integrity of American Democracy Undermined*. It will also be provided at a later date as a standalone item on this website as additional events unfold.

The Education of Other Leadership

The other leadership in society is quite diverse. In recent decades great personal wealth has led to the formation of many private foundations, some with great concentrations of wealth. Some are part of the problem of excessive power over the political structure with the result of endangering democracy. Others however, are picking up on the support of activities that in an earlier era may have been supported by government.

Additionally, some of the private foundations are responding to newer issues and are being innovative in the responses. At this time, they may be the greatest hope for fostering progress towards the ideals articulated in the Declaration of Independence. Their greatest challenge is moving into the 21st century in developing and disseminating the knowledge of the nascent disciplines that are taking us from an excessive focus on linearity at the expense of better strategies for nonlinear situations. An appendix on complexity in nascent disciplines provided for this book [Appendix

2 A – Evolution in Higher Education], providing some insights as is our additional appendices. They and the third book in the trilogy have more on this topic.

American Democracy is a political structure with the source of authority being the individuals who have the power to elect its leadership. The exercise of that authority is influenced by the structure of the political-economy in which the stratification of wealth and power produces the political agenda. That stratification has been increasingly dominated by the concentration of wealth and power into smaller proportions of the population, and has been buttressed by a Supreme Court ruling facilitating humongous expenditures by business corporations in influencing the political agenda. [\[insert a link\]](#)

In primitive societies, the political structure evolved to where the balance between individual and community interests was discernible in terms of competition and cooperation within the small scales of societal structure. Competition could enhance the relative position of the individual, but at the small-scale it was clearly obvious the cooperation would advance the benefits of the group as a whole. The process was similar in the relationships among groups. Competition among the groups would advance the welfare of individual groups but cooperation would advance the welfare of the cluster of groups. The unity of groups was common for matters of self-defense, and remains so today.

What has dramatically changed from hunting and gathering economies to the contemporary transnational capitalistic class structure is that within the sovereign nations the key societal institution is a business organization wielding power in the political structure. The forms of the relationship vary from democratic structures to totalitarian structures, with the major differences being with the rights of the individuals and their quality of life. A striking example is between North Korea and South Korea.

A better balance of power moves toward equality of rights is articulated in the Declaration of Independence may be achieved in a capitalistic system if the leaders have a better understanding of the nature of the political economy as a complex adaptive system in the context of democracy as a complex adaptive system.

SOME CONCEPTS IN THE CONTENT OF THE EDUCATION

The viability of American Democracy is heavily dependent on the business enterprise as an element in the societal structure. The globalization of business has adversely affect affected some segments of the economy while benefiting other segments. The third book in the series is designed to lead to a Declaration of Reform that would help in blazing the path back towards the ideals expressed in the Declaration of Independence.

For the readers of this chapter, the first thing that should be obvious in exercising any semblance of critical thinking is that if one does not exercise one's right of equal access to the tools of government, then at least go out and get kissed, because you know what's happening to you.

If you voted, and your candidates won, but have not delivered any semblance of what was promised as it affected your vote, then two things should be obvious. One is that your options were not very good. The other is that while the alternatives may not have been good, you missed with some view as the lesser evil. You need better civic engagement in order to get better options in choosing leadership of whatever political party with which you choose to affiliate.

In the United Airlines case, the trade association was supportive of United Airlines rather than taking a position of reducing future difficulties. In the Wells Fargo case there were regulatory imposed penalties, as well as some restructuring; and yet Wells Fargo was again called on an abuse of stakeholders' interests. The level of ethics makes a significant difference in the avoidance of unfavorable outcomes for stakeholders, although the top management and/or stockholders seem to get away with quite a bit.

Empowerment of the Individual

The evolution of changes in the outcomes of business policies has not been attractive for employees' compensation and for some serious treatments of communities as well as consumers. Perhaps it is worth reassessing the mix of policies that you could have reasonably

expected in recent decades. The problems are great, because to some extent, both of the major political parties are dysfunctional. In essence, the structure of the political economy has evolved so as to lessen the progress towards the ideals articulated in the Declaration of Independence.

The short answer to what it takes to make a difference is (1) a better education of the voters so as to empower them to get better representatives, and (2) a better education of the representatives to better understand the system and to better represent all of the people who reside in the districts that they are legally obligated to represent. Political service at the expense of morality seems to have some analogous characteristics to prostitution. If getting elected is the only thing that counts, then Plato was correct that democracy ranks pretty low as a form of government. A not so short answer relates to the elements of the education including really caring about outcomes for all the people; in essence social justice.

An appendix to this chapter is titled “Empowerment through More Effective Learning.” That essay starts off noting that many Americans are greatly disenchanted with conditions that have emerged in the last few decades. There has been an erosion of the movements toward the equality of rights; including obtaining a fair share of societal production. Obtaining a fair share of societal production requires an equitable structure of the political-economy. Another erosion of the equality of rights is equal access to the tools of government.

The first element in understanding of what it takes for American Democracy to be viable is to get a more realistic perspective of the nature of democracy. That perspective uses the lens of complexity which recognizes that the structure of the system is that of a complex adaptive system in which the processes alter the structure and the structure influences the choices made in the subsequent processes. If the reader is enthralled with cause-and-effect, and believes the pundits when they give a simplistic answer to the cause of an event as though it were a linear cause, when in fact there were sets of nonlinear relationships which emerged as a consequence of the interactions, then they are looking at shadows on the wall as though they were in Plato’s allegorical cave.

Under these circumstances, the best that most people can do is to look for patterns that appear to be more likely to produce the outcomes that they prefer compared to patterns of greater uncertainty or less desirable results. The short answer is in doing the right thing. It is like running a red light, most of the time a collision will not result; but sometimes it does and that pattern does not produce outcomes as desirable as patterns that respect the regulations.

Some people do well at *working the system* and pick up advantages. But the second element in understanding of what it takes for American Democracy to be viable is to understand that people are working in groups of various complexities. In the smaller groups, such as small teams, competition (including unfair competition of *working the system*) will provide advantages for the individual, but disadvantages for the group. Cooperation within the team will work to the advantage of the group as well as for the whole. The reciprocity within the structure will impact how the individual fares. Unfair reciprocity will discourage cooperation.

My favorite football story is about the quarterback who became so enchanted with himself without credit to his offensive line that his offensive line decided to weaken their contribution. When the quarterback complained to them, they responded that he should show the opponents his newspaper clippings. The productivity of the team is increased if each player gets his due. Some may be viewed as contributing more than others, and their rewards may properly differ. Another analogy is in the movie *The Replacements*.

Teams compete with each other and the same concepts apply. The classic case is now from the book *Team of Teams* by Stanley McChrystal and others. The thrust of the book used teams from a variety of agencies each in opposition to ISIS. The book also discusses the ignition debacle with General Motors when the lack of interaction of teams failed to deal with what could have been a problem fixed at a minor cost, but instead resulted in deaths and major financial costs.

American business is facing great difficulty in balancing the interests of its various stakeholders. Two new cases (likely to become classic cases) include the United Airlines and Wells Fargo. Early in the last century, for American industry, it took labor unions to

get reasonable equity in compensation and working conditions. It took a Great Depression to restructure the political economy so as to avert a similar debacle. But, after the turn-of-the-century there was a Great Recession that was unnecessary and unfavorably impacted a great many people, many innocent of misdeeds. In each of these cases there were many contributing causes, but a lack of understanding of the operation of a free society and fair markets was a contributing cause.

The shortfalls in understanding of what it takes for a democracy to be successful, and the shortfalls in morality, are setting the stage for the next debacle. Such an event could lead to a tyrannical regime, or could lead to a revitalization of American Democracy.

Enhancing the power of individuals to make better decisions in the choices they make as to how they choose to live, and the choices they make as to whom they elect to represent them, make a great deal of difference in how the structure of the political-economy will evolve. It depends in some degree of what we do with our educational systems.

Education starts at an early age with infants' adapting behavior to follow what they see. Some learn sharing at a very early age. In primitive societies children learn sharing in the games that they played. Contemporary children play games focused on competition. As they get older have opportunities to play in team games. These are opportunities to learn about sharing and justice. But when professional football coaches brag about being able to get away with cheating, something is amiss in that somewhere along the line the coaches and players have bypassed what could have been learned with a liberal education.

Empowerment through Liberal Education

A liberal education liberates the mind from outmoded practices; practices that are ill-suited to the societal structure that has evolved as result of multiplicity of forces. These sources of impact on the evolution of the societal structure generate an impact on the human experiences as they affect the quality of lives throughout the populace.

The case is being made that the vast majority of the electorate is falling short of having their interests represented because their

lack of knowledge and civic engagement is permitting the power of well-funded small groups to enlist support of the unknowledgeable voters and the single issue extremists who are willing to hold hostage the functioning of the system in order to impose their values. That willingness is contrary to the fundamental concept that American Democracy that was founded on the pursuit of justice. That pursuit of justice produced a revolution that formed the Confederation as a means of facilitating a pluralistic system in which compromise would evolve from diverse interests. Their commonality of interest in fighting injustice produced a social capital that enabled them to band together to be free from the tyranny of King George III.

The confederation form was too weak to function as a sovereign entity, and so it evolved to become a federation which utilized a governmental structure in three parts as a protection against the tyranny from a concentration of power. The system of checks and balances was designed for justice in the system. Violation of the norms of behavior is cancerous to the system. [\[insert link\]](#)

The absence of compromise and the ability for successive governments to be empowered leads to a tyrannical structure. American Democracy has been going down the path of winner take all — a path that will lead to the destruction of democracy.

The role of a liberal education has traditionally been to advance the quality of life of those so educated; however, the process is expected to contribute to the emergence of better results in an evolving societal structure. Such an education includes the concept of caring about others in the system and the pursuit of justice as it is defined the time and culture in which it exists. In the shift from a hierarchal structure of society to an egalitarian system in which the source of authority is the citizenry, it is essential to have networks in which there is sufficient education to go beyond the 20th century thinking of linearity of systems to include an understanding of the nonlinearity present in complex adaptive systems such as democracies.

That lens of complexity as a perspective liberates the mind from outmoded practices; practices that are ill-suited to the societal structure that has evolved as result of multiplicity of forces. The elements of that lens of complexity, for the discussion at hand,

certainly include the necessity to provide economic structures that enable a workforce to produce goods and services, values added sufficiently to enable the people involved to earn a living. Public policy has done a miserable job of being able to adapt the nation's production inputs from labor to the changing global environment.

What has fallen short in the evolution of the economic system starts with the cost-benefit relationships from globalization. Globalization and the information revolution produce great benefits for the very few with their high concentrations of power. The benefits in the form of high concentrations of wealth were received by relatively few; with the costs being born by those losing their jobs without adequate preparation for emerging opportunities. Business organizations as well as other organizations rely on the contribution of production participants at all levels. Not caring about fairness in the system is destructive of the system. It is cancerous. It all starts with individuals. Obviously, the vast majority of people need to be in the workforce or part of a family or other type network where there is a division of labor.

The early evolution of mankind was triggered by division of labor in which there were people who stayed at home while others could venture out to obtain the necessities of life. Advancements in technology enabled agricultural development in neighboring communities would help each other in times of disaster. Trade enhanced the economic development and sophisticated relationships developed. Understanding of the complexity of relationships among different economies led to a variety of systems of cooperation.

While some have cheated in the business of international trade, use of trade wars is based on wisdom challenged decisions based upon linear thinking of zero-sum games. A better understanding of the shift in the economic base of communities with policies that would prepare the workforce for transitions would better serve national interests.

Trade educations are excellent for those who can find jobs in those trades. But, when the nature of jobs available because of economic evolution call for adaptation for new skills; the nature of education makes a difference. Public policy for assuring an equitable democracy requires a strategic approach that

understands teams of teams at all levels. Many companies have switched from calling members of the workforce employees to calling them team members. Many companies work closely with their communities exercising good citizenship. By way of contrast, some companies exploit the externalities and make the profits at the expense of the destruction of the environment. A great deal depends on commitments to the preservation of a free society in that it all starts with individuals.

This trilogy's second book, *Perspectives for A Sense Of Place: Voter Empowerment*, focuses on the individual taking responsibility for her or his role in a democratic society. Individuals have diverse perceptions of sense of place, not only in the workforce, among family and friends, but also among political organizations that in a democratic republic rely on faithful representation of constituents' interests. About whether we are indeed entering crisis, we have a problem about our frequently blaming of our problems on others rather than recognizing our responsibilities, the efforts of too many powerful Americans to focus on protecting themselves rather than working to protect the Democratic system not just for themselves but for all; and our unwillingness to learn from the models of other countries, presents a problem. If you believe there is a correlation between what you get and what you deserve, then it would be wise to consider the responsibility of civic engagement and what it takes to be an intelligent voter.

The founder's personal formal higher-level education in business administration was heavily focused on intelligent investing that included the classic book authored by Benjamin Graham, *The Intelligent Investor*. It was a delight to be in a class taught by such a leading authority, but the writing of my first book, *Real Estate Investment Strategy*, was inspired by a collateral reading book in a boring class in business management. (The professor lectured from his book, and since I could read, I only needed to attend the class to meet the attendance requirement; which meant showing up during the break because attendance was taken for the second half

of a three-hour class.) The collateral book was optional reading. It was authored by John McDonald and is titled *Strategy In Poker Business and War*. It is an adaptation of an understanding and application of ideas discussed in detail in another book; *The Theory of Games and Economic Behavior*, by John von Neuman (a mathematician) and Oskar Morganstern (an economist), that I did not choose to read. This is noted to make the point that education is the responsibility of the learner, and it is essential to pursue quality knowledge to a reliable depth, and to think about what is important relevant to the paradigm being utilized. The principles presented in the management text were easy enough to understand, but what was really interesting was to delve deeper to get an understanding of strategy.

Taking that initiative to pursue understanding is important to the concept that what one needs to learn relates to one's own sense of place in many dimensions. It is one's own responsibility to pursue that education, and reading is a superb vehicle. Tweets limited to 280 characters may be emotionally reinforcing, but does not count for reliable knowledge. Although I did not read the Neuman and Morganstern book, there was enough in the McDonald book to grasp the idea of uncertainty depending upon what others were going to do as influenced by what one chooses to do. That and thinking about the concept of applying the principles of strategy applicable from one activity to another; in the case of McDonald book dealing with strategy in poker, business, and war was important. Decades later I read the book *Consilience: The Unity of Knowledge* by Edward O. Wilson that validated the concept of commonality of principles among disciplines.

After this chapter was drafted, Jared Diamond came out with a new book, *Upheaval: Turning Points for Nations in Crisis*. In his discussion of predictive factors relative to national crises he wrote the following: "Factors that stand in

the way of a good outcome are our current lack of consensus about whether we are indeed entering a crisis, our frequent blaming of our problems on others rather than recognizing our own responsibilities, the efforts of too many powerful Americans to protect themselves rather than working to fix their country, and our unwillingness to learn from the models of other country, and our unwillingness to learn from the models of other countries [page 382].”

The preceding boxed material [alternatively an extended endnote] makes the point that the approach of this trilogy is operating on a commonality of principles among disciplines and turns out to be supported by Jared Diamond’s most recent book, *Upheaval: Turning Points for Nations in Crisis*. As noted, the trilogy, *American Democracy Endangered*, starts off with a book designed to raise the level of consciousness, an awareness that we are in or at least approaching a crisis in our American Democracy. The second book, *Perspectives for A Sense of Place: Voter Empowerment*, deals with taking responsibility for learning about and fulfilling civic responsibility. It is the cornerstone for the success of a democratic society. The third book, *American Democracy: The Declaration Pursuit and Endangerment*, use a biological analogy for discussing American Democracy as a complex adaptive system, an organic structure beset by the cancer of injustice. It calls for a Declaration of Reform as an approach to restoring health to the system.

APPENDIX B - EXCERPT FROM IT IS TIME TO DECIDE

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 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.

One may reasonably argue that when signs of a pandemic began to emerge, an alert administration would anticipate and increased participation of governmental agencies, and agency leadership would have prepared for a substantial increase in activity. The SBA could be a case in point but as noted a few paragraphs earlier his appointees, "...did not even take the time to become acquainted with the operation of the departments for which they were responsible."

Even before that, the president had done away with components of administrative structure designed to anticipate and deal with epidemics. Additionally, he ignored early warning signs of the pandemic and played down the risks being faced using statements that had little relation to reality.

As a result of his malfeasance in office, the astounding rate of unemployment, generated by countering the spread of the pandemic, is higher than it would have been had he pursued policies that were successful for other nations. As an unintended consequence, the associated deficit will also be higher than it would have been if better choices had been made. The numbers for the deficit will be astounding when added to the wisdom-challenged deficit of the so-called tax reform. The combination will produce an unconscionable burden on the next generation of taxpayers; especially when interest rates return to some semblance of normality. His failure to pursue policies based upon the best interests of the country coming first, is going to be a great financial burden for generations to come.

The current situation with the crisis of the pandemic, and the uncertainty as to the potential of its recurrence, along with the start of a recession (the depths of which are uncertain, as well as the time of recovery), will provide a great challenge to the survival of our political economy, and our quality of life. So, as we stated in the opening paragraph of this, "...you had better get a really good understanding of your role in what it takes in societal design to achieve that goal [of living in a free society]."

Our Quality of Life Choices. Our quality of life choices are heavily impacted by the environment in which we live. That environment includes the economy that is rapidly moving into a recession even before the pandemic is under control. As discussed in the related essay, “Great Danger Emerges” — in the section “Co-Evolution of the Organs in the System”), “We don’t know what the results will be from a variety of choices made within the 50 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.”

The disruption to economic activity from the shelter-in-place regulations is administered by each of the 50 states. That includes the closing and opening of business enterprises not deemed essential. The federal authorities have responsibilities as specified in the Constitution. The authority that is not delegated to the federal government is retained by the states.

The democratic structure is a self-organized structure with the authority emanating from the electorate. The key element is the rule of law. The concentration of power is a hazard to the freedom in society. At the extreme of the concentration of power is a king or other authority with absolute power in a hierarchical structure. Our Constitution is designed for a separation of power among three branches of government. Under this constitutional arrangement, individual freedom is protected by the rule of law.

Under the circumstances of a pandemic, and a decline of economic activity impacted by public policy choices, the quality of life of individuals is significantly affected, loosely termed as “life or livelihood.” The range of choices the individual has is restricted by the public policy. The demonstration for opening businesses, as occurred in the case of Michigan, is an expression of preferences by individuals. They are entitled to their preferences, but the common good, as judged by the proper authorities, is part of the social contract as to the range of freedom.

Demonstrators, dressed and armed for combat, wearing swastika symbols, are either a sign for chaos or a sign for tyranny. If you want to live in a free society, you had better count upon a tolerance for

pluralism, and enough of the voting majority protect your freedom within the rule of law.

There is a lot to understand and how the system is supposed to work, and the proper way for voters to be empowered. That does not include going to demonstrations with automatic rifles designed to kill as many people as quickly as possible. It does include getting an education on civic engagement and voter empowerment.

If you rely on tweets for your education as to what is unfolding that is impacting your quality of life, then you might consider going out and getting kissed, because after a while you will figure out what is being done to you.

Alternatively, you may take advantage of a free learning opportunity that will help you make a better “...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.” Some of this utilizes nascent disciplines that take you beyond the analytics most of us became accustomed to in the twentieth century. It takes us to dealing with complex adaptive systems that evolve over time, and our co-evolution with the environment upon which we depend for our quality of life. We can start with learning from the past.

Learning from the Past

The recession that is underway is likely to rival the Great Depression. Little was learned from public policies, loose regulation, and other misdeeds that led to the global financial crisis of 2008, and our own domestic Great Recession. Also, little was learned from the unenlightened policies of the intervening administration that was charged with the recovery from what was an unnecessary recession.

Government leadership over the last half-century is not alone in accounting for the current challenge to the survival of our free society. The future of our freedom has been eroding under the leadership of both political parties, but it is especially challenged by what can be viewed as pressures towards a single-party government dominated in the judiciary, as well as legislature, although one part of the legislature has already started correcting towards a balanced approach. The other challenge for the survival of our free society is, interestingly enough, from the private sector which has

amassed such a great concentration of power that our political economy may in reality be better described as a plutocracy rather than as a democracy.

The evolution of our political economy in the first quarter of a century after the end of World War II showed a remarkable transformation from the solidarity of our society in its recovery from the Great Depression, and our uniting with a common purpose of survival World War II. That bonding together during World War II was not only among ourselves, but with our allies. It was from an existential threat to free societies.

The shift, after the war, was towards an excessive focus on personal interest, in contrast to maintaining a better balance with communal interest; it was an erosion of community in peace time. The Korean conflict and the Vietnam engagements did not bring a similar bonding to the nation because there was not widespread agreement as to those foreign engagements were existential threats.

The shift towards the greater self-interest interest developed over time, and was fed by the dramatic increases in productivity of consumer goods and services. It was fed by its related increases in housing construction and homeownership during that period, especially aided by low interest rates and rising home values.

Evolution Changed the Political Economy

The quarter of a century after World War II was a period in which the generation of baby boomers expected to earn more money than their parents. In the generation that followed, the Information Revolution changed the structure of production with the result that Rust Belt inhabitants did poorly while the productivity growth was concentrated in major metropolitan areas, especially along the coasts. Even though that is where the growth was, the distribution of income became more heavily skewed to the right because of the concentration of power of major firms. Some of the concentration of power was from driving competitors out of business; the other major source of reduction of competition was through acquisitions.

The generation after the generation of Baby Boomers is expected to earn less than their parents. It is time to start thinking about restoring progress from generation to generation for the vast majority

of the American people, not just the top one percent. We shall shortly discuss that in the context of developing a new design.

Over the last half-century, if there had been a comprehensive design for the evolution of the political economy, it certainly was not for the benefit of the populace. The reality of what evolved was certainly not in accord with the pursuit of the equality of rights claimed in the Declaration of Independence. It evolved because either there was an insufficient understanding by the leadership of what the design intended, especially as to the avoidance of tyranny, or there was a strong preference for political power and the willingness to take such risks as were recognized.

...The latest advancements in science include nascent disciplines that deal with processing in the organic system in which process alters structure, and the altered structure impacts the evolution of process. Understanding this is a call for learning, since the learning process leads to knowledge.

THE CALL FOR KNOWLEDGE

Leadership Deficiency in Knowledge and Behavior

The restructuring process calls for knowledge beyond the common sense that was at the base of reasoning during the period of the fourth quarter of the 18th century. The nature of evolution from the Industrial Revolution and the Information Revolution, globalization, and the speed of change, all call for a better understanding of what it takes for free societies to flourish, especially if the ideals articulated the Declaration of Independence are taken seriously. This is particularly true for the nation's leadership.

That knowledge is insufficiently present not only by the public at large, but also by its leadership. In its stead, we have technological advancements that have led to the concentration of power that is moving our society from being what purports to be a democracy to becoming a plutocracy, on the way to becoming an autocracy.

The technological advances increased the profitability of innovating business enterprises and diminished the personal contact concerns of clients. It also diminishes the benefits of the other stakeholders in the business enterprise, employees, suppliers,

and the local communities. The design is well-suited to increasing income and wealth of those people in the top administration of the enterprises, and of the owners/investors, but it is not well-suited for utilizing the discipline of the market.

As a result of all of this, the concentration of power resulted in what may be viewed as a societal design for selfish interests, and not for public interests. The *invisible hand* envisioned by Adam Smith was envisioned under a structure in which pursuit of self-interest operated in a competitive structure that was expected to lead to the emergence of community interests. It is worth reading his two books that utilized the phrase, the *invisible hand*. Then, after considering his philosophical assumptions, the next step would be to read the contributions of nascent discipline authors that explain the concept of the *invisible hand* as an emergent property derived from network interactions that operates in markets. The results differ depending upon the extent of market discipline. **Conservatives arise! Your philosophy is being misunderstood because the reality is that not only is market discipline not present, but the formerly cherished underlying values are being ignored.**

Reality in Human Nature

The reality of human nature is that we still have some remnants of what Edward O. Wilson refers to as the “...Paleolithic curse: genetic adaptations that worked very well for millions of years of hunter-gatherer existence but are increasingly a hindrance in a globally urban and techno-scientific society [*The Meaning of Human Existence*, page 176].” [Also see the discussion in appendix 6B -The Integrity of American Democracy Undermined {link}.] The relevant reality in Wilson’s is that “The problem holding everything up thus far is that *Homo sapiens* is an innately dysfunctional species.”

The expectations we have of our politicians and the public may be unrealistic. The two and one-half centuries since the Enlightenment is a short time in the context of vestigial remnants of the Paleolithic curse. Some background on democracy in America, in the discussion that follows, will set the stage for considering the reasonableness of our expectations from the leadership and from a portion of the public that is not accustomed to critical reasoning....

...The point of all this is that *The Great Experiment*, is indeed an experiment of a dysfunctional species, at least functional enough to realize that tyrannical control does not serve the populace well. Human nature has adapted over the years, but humans are still facing some of the problems of two centuries ago, when Andrew Jackson “epitomized the danger of unchecked democracy.” That was the penultimate quote we have taken from the outstanding book review. The final quote for this essay is as follows:

What transformed a vexing cultivation of celebrity into genuine peril for the Republic was the rise of political parties, which deliberately appeal to the “passions” of voters rather than their good judgment.

Please Google the book review at *The Problem of Democracy: The Presidents Adams Confront the Cult of Personality*, reviewed by Virginia DeJohn Anderson. The print version appeared in *The New York Times*, June 30, 2019. The key quote is in “Two Early Presidents Who Questioned the Wisdom of ‘the People’” By Virginia Dejohn Anderson: <https://tinyurl.com/ycbpnsef>. The additional narrative provides an outstanding foundation for the section that follows.

We have various views of the character of human nature, **and its adaptability** to changed environments. We also have the issues as to what really constitutes democracy, particularly our American Democracy; in which both words in the phrase (American Democracy) are capitalized because it is the name of something unique. What we need to discuss is the potential of a new design of our society that provides a better opportunity for the survival of our free society.

This calls for a nonpartisan approach to obtain information on what thoughtful learners, and thought leaders, might like our democracy to become. It can be viewed as a bipartisan approach to returning to a free society, or at least to the path that as a nation we pursued for two centuries. In any case, it is time for a new design of our societal structure achievable by the process of a more faithful pursuit of the ideals articulated in the Declaration of Independence....

APPENDIX C

AN ANALOGICAL MODEL AS AN ABRIDGED CHAPTER 3 OF BOOK THREE

This Text is Marked to Identify Citations

AMERICAN DEMOCRACY: THE DECLARATION, PURSUIT, AND ENDANGERMENT

PART II: INJUSTICE IS A CANCER IN SOCIETY

CHAPTER THREE

AN ANALOGICAL MODEL USING HUMAN BIOLOGY

Introduction

The Biological Process of Transformations

Changing Beliefs

 Laying a Foundation

The Organic Structure of Society

 The Immune System

Metabolism and the Nervous System

Societal Balance

The Economy as an Organ

 Productivity

 Distribution

The Political Structure as an Organ

Human Response

PART II: INJUSTICE IS A CANCER IN SOCIETY

CHAPTER THREE

AN ANALOGICAL MODEL USING HUMAN BIOLOGY

[These excerpts provide an abridged version. End notes have been removed.]

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 which 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...

...In the case of the human body, it is the interaction of cells transforming the structure. In the case of societies, it is the interaction of people and/or organizations transforming the structure. The natural sciences have made progress in dealing with biological cancer through use of methodology that relies heavily on experimentation, often in organic systems that are not human, but still contribute to a better understanding of the system. However, there are problems in the acceptance of new knowledge, and the

progress in the social sciences is even more difficult than in the natural sciences.

Although the fundamental principles of organic systems that apply to the human anatomy apply to the anatomy of society, unfortunately, science has not yet developed to the point where such fundamental principles can be comprehensively identified and applied with the same rigor through experiments in the social sciences as in the natural sciences. However, nascent disciplines such as *complexity science* can provide a framework for which to better view the analogy and provide analyses that lead to improved outcomes.

Changing Beliefs

There are some problems in the process of communicating the reasoning in the analogy so as to result in changing beliefs of some successful professionals, not the least of which was alluded to by Max Plank, the Nobel Prize winning theoretical physicist of another century. It was his view that “A scientific truth does not triumph by convincing its opponents and making them see the light, but rather because its opponents eventually die and a new generation grows up that is familiar with it.”

A 21st century statement that deals with the issue of new ideas in science somewhat differently is in a *New York Times* article of December 29, 2009, “FORTY YEARS’ WAR: Old Ideas Spur New Approaches in Cancer Fight,” by Gina Kolata. The statement is: “**The people who are successful become vested in their ideas.**” That was made by Dr. Mina Bissell, about whose research and ideas *The New York Times* article was written. It is well worth reading that article for at least three reasons: (1) It will further one’s understanding about the difficulty in getting research beyond the *calf path*...; (2) It will highlight what may be some new principles useful in understanding the spread of injustice as well as cancer; and (3) It will illustrate some aspects of the approach of *complexity science*...

Laying a Foundation

In order to provide that explanation, a foundation needs to be laid in explaining society as having an organic structure and that

structure being better understood as being a complex adaptive system. Furthermore, the case is made that developing the point that influencing the evolution of the structure may be the most effective method of altering potential outcomes... The model is being sketched out in search of improving the pursuit of liberty and justice for all by reducing the injustice in society that operates as a cancer.

Additionally, the model being used in the development of this chapter goes beyond repairing structure. It includes discussion of what has been called a “*perfective approach*.”... This is done in a way that attempts to avoid the pitfalls alluded to in Isaiah Berlin’s discussion of “the pursuit of the ideal.”

THE ORGANIC STRUCTURE OF SOCIETY

Society as a living organism is heavily dependent on its political-economy for its quality of life as well as its survival. Political-economies need to deal with internal forces that are not conforming to the rules of the system as well as external forces that threaten the survival of the system. It makes a big difference as to what the rules of the system are, and as to how they are enforced...

...Some transitions may not be abrupt as with the development and spread of ideas, but the jolts may ensue as the power of the ideas reaches a crest and comes crashing down on an established structure. They may well start with radical ideas, some of which may enhance the quality of life, but others result in substantial diminution of human welfare.

Societies as organisms evolve in some measure influenced by beliefs. Sometimes attempts to impose beliefs are a gross injustice, a malignancy that permeates a system. Although the ideals of a society may be significantly different from other societies, each is part of a society of societies and has some commonality in values that is essential to avoiding a clash of civilizations, as is with the case of individuals. That is one view of justice. Examining the organic structure of a particular society, especially the tolerance for different beliefs, is helpful in understanding the evolution of the society...

The Immune System

In the parlance of human biology we are dealing with the *immune* system. The classic case that comes to mind is the work of a philosopher advocating a political-economy structure designed to deal with the external threats, among other considerations; it is Plato's *Republic*...

...The challenge is the emergence of a societal structure that has a balance of liberty and law so as to facilitate each individual having an opportunity to flourish as an individual and as a part of the layers of communities or networks that make up the societal structure... Of particular importance are the economic system and the political system, each of which may be viewed as an organ in the anatomy of society.

Metabolism and the Nervous System

The human organism operates on information and energy, and so does society. The information for the brain comes in the form of code that is processed to determine action to pursue goals. And, the energy is consumed to produce the action as well as providing storage.

The humans in a political-economy are counterparts to the cells in a human body. Just as the human body has layers of networks of cells, tissues, and organs, so society has layers of networks that provide for the production and distribution of goods and services. Similarly, the political structure has layers of networks that develop and enforce laws at the various levels of community activity. But, of exceptional importance is the network of community structures that establish and enforce the mores of society, especially because it is through these structures that the predominant genes and memes evolve over time...

...The metabolism of a society requires resources to function as a society. The scale of societies for mankind started small with families, clans, and tribes. The division of labor was limited by the scale of the society and its external relationships as with trade with other societies, or really economies. The greater the specialization, the greater the productivity, that is the output of material goods and services relative to inputs of human energy or other resources, capital and land...

...The information flowing through the brain is only part of the story of information to the human body. Additionally, there are human responses that are automatically triggered in accordance with the biological evolution, and do not require a reasoning process.

In both human biology and society, the key is in exercising control so as to strive for some semblance of balance, particularly in the wake of a disruption... This is especially of importance as the human body evolves. What is sought is a dynamic balance — a balance during the process of change. In biology it is known as *homeostasis*. This is a discussion of the mind and body where the mind starts with a focus on the *self*. However, it really gets complex when one needs to consider balance between self-interest and the interests of community or society. More will be discussed later, but as a point of departure here are three quotes from *Self Comes to Mind: Constructing the Conscious Brain* by Antonio Damasio...

...As further background to understand human balance biologically as a step to understanding societal balance, here are a few principles involved in reducing the chance of an individual taking a fall while walking...

...The basic idea is that information is critical in control and that learning can enhance the ability to exert impact to foster balance; however, the structure of the system makes a difference, and structures may evolve. These principles are widely applicable with a range that includes investment portfolio management and organizational leadership, in both non-profit organizations as well as for-profit business enterprises.

SOCIETAL BALANCE

As to including societal balance, consider the policies and structure of the Islamic Empire during its Golden Age. ...

...Islam missed a great opportunity early in its Golden Age. Had events unfolded differently it would not have taken more than twelve centuries until events in Tunisia may have started another embryo of enlightenment. That embryo, the so-called Arab Spring...

...In order to better understand societal balance, aside from considering evolution in other societies, it helps to better understand

the two principal organs of society, the economic system and the political system. They are sometimes appropriately treated as the political-economy because of the interrelationships.

It is the beliefs of people in these political and economic systems, especially those of leadership, formal and informal, that drive the system, although the proportionate strength of the populace has been declining while the strength of the wealthy is on the rise. Some of these beliefs are based on reason as in science that is based on rigor in enhancing the quality of knowledge; some are biased on faith as in religion in that it serves as a guide to how to live. The interactions in the networks of the systems give rise to a third organic category, the brain of society emerging as the collective mind. The collective mind is discussed in an appendix... *The collective mind system goes beyond economics and politics and will be discussed in the context of quality of knowledge. That discussion views the brains of society as organs from which the mind of society emerges.*

THE ECONOMY AS AN ORGAN

Just as an organ in the human body has a function, so does the economy of a society have a function. The function of the economy is the production and distribution of goods and services. The structure of the economy is a political matter in that the criteria for the organizational structure are politically determined, but what evolves while impacted by the criteria is also impacted by penetration of the immune system that attempts to protect the envisioned structure.

The political options are discussed in the next section. Here, the intent is to explain the operation of market forces as a biological function in whatever political structure the organ operates. That function operates through markets that are emergent properties of the individual transactions.

The political environment may attempt constraints on choices, with varying degrees of success, but the choices are made by individuals and networks of individuals frequently organized as corporate entities. At one extreme is the attempt at a hierarchical control. At the other extreme is an attempt at the so-called free markets.

In modern times the most dramatic illustration of the failure of hierarchical control is with the demise of the former Soviet Union. The most dramatic illustration of what comes close to being a free market is the Great Recession in the early 21st century. In both cases, there was an inadequate understanding of how markets work, even under regulation.

In the Soviet Union case, there were at least two great problems...

...In the case of the Great Recession, there were many problems. Among them was a misunderstanding of the capabilities of a market based on individuals' pursuit of self-interest as well as the corrupting influences operating in the system... A better understanding of the limits of the market may be gleaned by an understanding of a bit about the biology of bees and their society.

The short version is that bees pursue their self-interest of body temperature control by flapping their wings to cool down and huddling close to warm-up. When in the hive, this pursuit of self-interest moderates the temperature within the hive. ...

...The point is that the structure of the system, in the case of the hive, needs to be conducive to the limits of the emergent process. That is why bees seek out locating hives in trees where...

...The organic structure of an economy is impacted by its networks that are micro to the macro-economy. These networks function to produce the goods and services of the economy and to provide for the distribution. The economic output of the economy is a function of its productivity, its metabolism.

Productivity

Productivity is output relative to a selected input; the input may be labor, capital, or land. The productivity of labor is affected by the extent of specialization, the use of capital as in equipment, and the productivity of land as with crops or its location relative to other economic activity. The metabolism is the conversion of resource inputs to the outputs of goods or services, including the generation of energy. The goods are stored up services. And, the services, as well as the energy, are inputs to the substance and well-being of people.

In primitive societies the metabolism of the economy as an organ is not very productive, generally a little above subsistence. In

advanced economies, the metabolism is very productive producing goods and services in abundance; but the distribution is another issue. The productivity of the metabolic process evolves over time heavily dependent on innovation.

The innovation may be in social technology as well as physical technology. Furthermore, the capital may be in the form of social capital (the shared values in a society) as well as physical capital... Innovation occurs during the evolutionary process which builds on differentiation, selection, and amplification.

The process emerges from self organization in complex adaptive systems, but it is heavily impacted by the constraints of the existing structure, particularly the political system.

Distribution

The distribution of the goods and services produced by a society is critical in two interrelated parts of the organic structure. One is as it impacts the productivity of the system; and the other is as a matter of social justice. This interdependence is also an evolutionary phenomenon, and the misunderstanding of how the system works significantly contributes to the injustice in American society that is a cancer in the system.

In primitive societies where hunting of big game for food required team efforts, the leader would equitably distribute the benefits from the hunting results. That was justice, and failure to be fair would deter participation. As clans combined to form tribes, the distributions also tended towards social justice. But, when the scale of society increased to nation-states, the market system in the context of the political system provided the structure that changed the balance. The power of those with greatest influence on the structure made the rules that may or may not be seen as fair in the eyes of the populace.

The unfairness is the foundation of revolutions. The disconnect between the will of populace and the will of the governmental administration in Western civilization was transformed through the Age of Enlightenment, possibly starting with the advocacy of the individual's right to think and speak as one thought fit within standards of civility rather than control of church or royalty.

For modernity, the American Revolution provided a watershed of the transition of the source of authority from the hierarchy of royalty and church to the citizenry that elected the leadership. It is the organic development to America's current status that is the focus of this discussion, although some global developments are also noted.

THE POLITICAL STRUCTURE AS AN ORGAN

The political structure into which people have organized starts with economies of scale in which protection from potential enemies may be a prime consideration...

...The prevailing societal structure at that time was kingdoms, some of which grew into empires. They were hierarchical structures, but still had organic characteristics; especially expending energy to survive. But, additionally the political structure of the kingdom, as with other living things being viewed as organic, underwent growth in some dimensions and then decline. The system, if it survived long enough, went through an evolution, and its characteristics changed in accordance with internal forces as well as external forces, sometimes going through a discontinuity upon being conquered but retaining some semblance of its earlier character. As with homeostasis, keeping balance in changing times both from internal forces as well as external forces, is a critical issue for health and survival.

Political structure starts with sovereignty as the source of authority. ...

...As to the case of modernity, the source of authority being from the individual, it is relatively recent as a major phenomenon. In essence, it started with the Enlightenment in which the transition of source of authority from royalty and church to the individual was recognized. Most structures are some sort of hybrid, but some kings claimed divine right...

As this was being drafted in the summer of 2014, there were great examples of struggles for survival of authority in the Middle East. Some of this is prompted by efforts to gain leadership in the region for the Islamic *umma*, the area's community as a whole. Our

focus in this chapter, however, is on the struggle in America for social justice, but we can learn from the events and potential events of the Middle East.

The American Revolution was the watershed in the transition from source of authority for the political structure from the hierarchical arrangements of royalty and church to the people. The people, in a self-organizing structure, united through the colonies to transfer some power to a federal government, but the source remains with the people.

The people are the cells in the organ of the society. Rogue cells in the human body may, through interaction with other cells, cause cancer; a malignancy, that unabated, can lead to death. By way of contrast, the interactions of cells that operate in a homeostatic fashion enable the tissues, organs, and body to achieve healthy growth. But, as an organic system entropy eventually leads to decline, but the seeds of regeneration may through a next generation go through a similar process.

For humans, the seeds of regeneration contain the genes that impact the characteristics of the life of the next generation. However, the culture in which the individual lives also impacts the characteristics of the life. The memes of the culture as counterparts to the genes in the seeds also come to bear.

Human natures do change, but typically very slowly. These human natures impact the interactions of the individuals and may generate a regime change as with The American Revolution. They may also be malignant and injure the health of society. Society, however, typically imposes regulation, both by social pressure, as well as by formally enforced law in order to constrain behavior. This is a trade-off between liberty and law in order to gain the strength of the commonality of purpose for which society organizes.

The pursuit of that commonality of purpose may be aided or impeded by the nature of the structure of society. Injustice may occur in the relationships among the individual in their various networks through which they interact; and courts of law may be used in seeking remedies for those injustices that occur in contravention to the law. Furthermore, those injustices may be viewed as a cancer in society.

But there is another form of cancer in society. It exists in the structure of society that sets the rules for the interaction. Those rules impact the economic sector in its operation to produce and distribute the goods and services in society. They affect liberty of two types.

The obvious type is called *negative liberty*, meaning restraint on behavior. It is a tradeoff by which rights are transferred to a public authority in return for the expected benefits to the community as a whole. Views differ as to the balance in such liberty and law ranging from a socialist, or even communist, pole to a laissez faire society. Somewhere in-between there is a balance that serves as a homeostatic function facilitating the political-economy to adjust to the changing environment, external as well as internal.

Finding such a balance is partially based upon the preferences of the populace, but also upon the political processes that translate those preferences into action. Some of the preferences are built on a lack of understanding of the nature of the system by those in authority. A political structure may be the cause of injustice, not only of the unnecessary denial of liberty of the first variety, negative liberty, but also of the second variety, *positive liberty*.

Positive liberty refers to the individual's ability to flourish, or in the words from the Declaration of Independence relating to the ability to realize "... unalienable Rights, ...[of]... Life, Liberty, and the Pursuit of Happiness." The organizational structure in America has been eroding the positive liberty of the middle class, working folk who are doing what society expects of them but whose ability to fairly share in the in the distribution of the goods and services of society has been eroded.

The denial of these rights is an injustice and is a cancer of the society. The nascent disciplines developing in the 21st century provide the basis of a better understanding of societal evolution. A major turning point in the evolutionary process was the Enlightenment of several centuries ago. Perhaps it is time to pursue a *New Age of Enlightenment* by examining the evolution of societal structures as related to the presence of social justice.

The contemporary explanation for the launching of the Arab Spring relies heavily on the technology that enabled the rapid distribution of information among a network of cell phone users in

reaching a tipping point. There was also an element of what they had to say; it related to the street vendor in Tunisia who set himself on fire in protest. Obviously, the vendor was more than distressed by the injustice of his treatment. Beyond that there was an environment in which the tyranny was running roughshod over the people, which is what tyrannies do and sometimes causes people to rebel, even to the tyranny of the majority.

HUMAN RESPONSE

Human response for an individual is impacted by some combination of genes and memes. One may view the genes as the hardwiring of the system, but the hardwiring changes from generation to generation because individuals are born with a blend of genes from two parents, and mutations occur. Thus, while human natures may change with genetic structures; those changes are slow. They are so slow that societies of individual human beings are impacted by genetic structures better suited to eras that existed far in the past.

The situation is a little better with the memes (the counterpart of the genes) integrated from the ideas that permeate a culture. The degree of integration varies by individual, but patterns emerge. So, the human response of an individual is impacted by some blend of nature and nurture. The combination may be called *human nature*, and human natures do change. Or as Paul R. Ehrlich, in his *Human Natures: Genes, Cultures, and the Human Prospect*, writes, “Permanence is often viewed as human nature’s key feature; after all, remember, ‘you can’t change human nature’ But, of course we *can* — and we do, all the time. The natures of Americans today are very different from their natures in 1940. Indeed, today’s human natures everywhere are diverse products of change, of long genetic and, especially, cultural evolutionary processes.” [Page 13.]

Territorial defense and personal security concerns combine to be very powerful forces in generating human response. Invading someone else’s personal space can be hazardous to one’s health. The same concept is applicable to societies as a whole. The Epicurean view of justice as noted earlier in this chapter is the following: “In that same era of ancient Greek philosophers, another philosopher, Epicurus,

viewed justice as a nonaggression pact forged among hostile parties. That would apply to the internal structure of a political-economy as well as externally among sovereign states.”

That other philosopher alluded to was Plato. As discussed, Plato’s *The Republic* may be viewed as presenting a societal structure envisioned as a protective republic in a hostile neighborhood with primacy of security as a key organizing principle. Furthermore, justice was each person pigeonholed in a meritocracy.

Also, as noted in the opening paragraph of the immediately preceding section, *The Political Structure as an Organ*, “The political structure into which people have organized starts with economies of scale in which protection from potential enemies may be a prime consideration. The ancient tribes of Israel combined to form a kingdom in order to enhance protection from external threats, an approach intended to enhance what was mentioned as *immunity*.”

All of this deals with the concept of justice in one form or another. It is relevant to the biology of society as analogous to human biology, especially as to the American Revolution and to what Joseph J. Ellis calls “Orchestrating the Second American Revolution, 1783-1789” used as the subtitle of his book *The Quartet*. Additionally, it is relevant to what is identified as the title of the second chapter of this treatise, “The Declaration Encore Calls for a New Paradigm.”

The lack of justice is a part of The Declaration of Independence that “...records the decision on the part of the colonists to Break from Britain...[p. 90].” writes Danielle Allen in her book, *Our Declaration: A Reading of the Declaration of Independence in Defense of Equality*. She states the case of the lack of justice by noting that “In the second paragraph [of the Declaration] they submit facts to witnesses [quoting from the Declaration as follows]:

The history of the present King of Britain is a history of repeated injuries and usurpations, all having in direct object the establishment of a absolute Tyranny over these States. To prove this, let the Facts be submitted to a candid world.”
[p.93.]

That is what the English colonies in America did; they declared the injustices after having stated that they will “declared the reasons

for their actions.” Then they declared independence and then the signers concluded with the pledge to “each other our Lives, our Fortunes, and our sacred Honor. [p. 93]”

According to Joseph J. Ellis, in his book *The Quartet*, “Truth be known, nationhood was never a goal of the war for independence, and all the political institutions necessary for a viable American nation-state were thoroughly stigmatized in the most heartfelt convictions of revolutionary ideology. [p. xii].” The key word in the sentence is nationhood. The rest of the paragraph makes the following points:

- The commonality holding them together until 1776 was being part of the British Empire.
- The commonality holding them together after 1776 was the resolve to leave the empire.
- The cord to leave the empire was cut after the war was won.
- It appeared that the new situation could be political rivalries of the new states.

Those bullet points are loosely stated, but it would be well to read the long paragraph directly, and if still in doubt to check the reference in the endnote citing the Bernard Bailyn book, *Ideological Origins of the American Revolution* that discusses the American response to the British policies during the decade before the Declaration. Alternatively, the eleven pages of the “Preface: Pluribus to Unum” plus the three appendices would be worthwhile — indeed on their own merits — even if the reader has no doubt.

The salient idea from an organic perspective is that it is not possible to predict outcomes with any confidence for such complex adaptive systems that have a humongous number of paths that could evolve. However, the number of outcomes is far less in variety, and some confidence of likelihoods, if any confidence exists, could be enhanced by a better understanding of the system, especially the structure of the system and the patterns that go to form emerging signals and boundaries in complex adaptive systems.

The next chapter is somewhat of an overview of understanding the system. There are three books that would be especially useful. They might be discussed in an endnote, but they are simply identified here as follows:

Axelrod and Cohen. *Harnessing Complexity: Organizational Implications of a Scientific Frontier*;
John H. Holland. *Signals and Boundaries: Building Blocks for Complex Adaptive Systems.*; and
Stanley McChrystal et. al. *Team of Teams: New Rules of Engagement for a Complex World.*

Additionally, when available, the docent led tours of the Seldin Library will shed more light.

Chapter Four: Understanding the System
Part III: Making Progress

Chapter Five: Building a New Paradigm

Chapter Six: Epilogue - Toward a New Age of Enlightenment

APPENDIX D

EXCERPTS FROM ABRIDGED CHAPTER FIVE

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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 Thomas Kuhn in his *The Structure of Scientific Revolutions*, or it can be along the lines discussed by Steven Jay Kline in his *Conceptual Foundations for Multidisciplinary Thinking*. Kline identifies eight steps in the development of a discipline. Four, not necessarily taken in any particular order, are as follows:

1. Selection of a class of systems with an associated set of problems...
2. Observations of the behavior within the class of systems...
3. Organization of the observations into taxonomy...
4. Formation of “rules” that describe the phenomena within the taxonomy, either as a whole, or for particular subdomains. [See pages 199-200]

The “rules” concept refers to a very broad array of relationships defined with various degrees of rigor. The other four steps refer to the process of refining the rules in order to better represent the system. Depending on the complexity of the system, one may develop a “grand theory” or settle for descriptions of relationships that represent behavior associated with a set of problems.

Some Steps Already Taken

The Class of Systems. The *Class of Systems* under discussion falls into three related categories. The first is the individual's choices as to the selection of balance pursued between self-interest and community-interest. The second is the emergent properties of the selections made by members of the communities/networks at the various levels of networks in the society. The third is the information and the energy developed and disseminated among the various networks in the system.

An Initial Organization of Some Preliminary Observations. An initial organization of some preliminary observations indicates a range of individual's selection of balance pursued to be from very selfish, short-run interests including law violations to selfless commitment to others. We may think of the commitment to others as *caring*; as in a range of behavior as to the *caring* about others. The demarcations would also include the relationships to the others. The categories could be stepped by degrees, but a third dimension added that includes resultant emergent properties when the dominant cluster is in the stepped category. The result would be a three-dimensional matrix.

The emergent properties could be the extent of social capital and/or the level of social technology. The concept of social capital has been discussed in the earlier chapters of this book. The concept of *social technology* is discussed later in this chapter.

The thesis is that in the new paradigm, the extent of development and dissemination of the understanding of the impact of the emergent properties from the views held and the choices made will impact the productivity of the society. The optimal balance point will vary by society depending on its values, talents, and environment.

The Rules Describing the Phenomenon within the Taxonomy. The rules describing the phenomenon within the taxonomy are the rules in the operation of complex adaptive systems as embodied in *complexity science* and the *science of networks*. The really difficult part of this is that we are dealing with non-linear systems producing emergent properties. A fine discussion of the emergence as exemplified in checkers and neuroscience is provided by John H. Holland in his book *Emergence: From Chaos to Order*.

Since what is true of part of nature is true of all of nature, we can use the analogical discussion in the third chapter, *An Analogous Model of Society*, as a departure for articulating the rules under which the system operates.

The Line of Reasoning

The line of reasoning under development is that an organ, or other part in the system, relies on other organs and parts of the system to perform their functions in order to thrive, or perhaps even survive. Consider human biological examples ranging from tissue failure to heart failure. The tissue failure could be of minimal impact, or it could be disastrous as with some cancers.

The healthy system has the ability of restoring balance from some disturbances, and the level at which balance is achieved depends on various strengths in the system. Now, in viewing the societal system, consider team efforts as in football and the level of inputs from the members and the emergent properties. The social capital makes a difference as well as the individual talents.

In a societal system such as a political-economy, the productivity of the system depends in some measure on the capabilities of the people in various specializations, the societal technologies (as well as the physical technologies), and the incentive systems for the individuals and organizations. The level of balance that the individuals see as being in their interests influences their motivations for production, and that includes the reciprocity of the system, not only in their direct compensation, but in the environment as it affects their quality of life, and those they care most about.

Information and energy are critical in the societal system as well as the biological system. The information in the biological system can be in a simple binary form, but in societal systems it goes well beyond the binary level. It goes to faith and knowledge of varying qualities. The faith may be spiritual or religious, or it may be a reasoned faith containing elements of uncertainty. Reasoning may lead to a belief in paths of lesser uncertainty when patterns have become reasonably established, but qualities of the knowledge may vary widely.

Some Impediments to the Process

Some impediments to the process were referred to earlier including the quotation of a statement by Max Plank and the situation discussed with regard to the cancer research by Mina Bissell. Here is the penultimate paragraph from the second chapter:

As will be noted in the third, *An Analogous Model of Society*, in the section on “Changing Beliefs,” there are two quotes that indicate the existence of a great challenge. One is that from Max Plank: “A scientific truth does not triumph by convincing its opponents and making them see the light, but rather because its opponents eventually die and a new generation grows up that is familiar with it.” The other is from cancer researcher, Dr. Mina Bissell, about whose research and ideas a *NY Times* article was written. The statement is **“The people who are successful become vested in their ideas.”**

Another relevant quote is near the end of the fourth chapter. Here are some excerpts:

A contemporary statement is in a book by Michael Lewis, *Moneyball* (2003) ... referring broadly to psychology and economics (really behavioral science) but particularly in the case of the baseball draft decisions... ” There was, for starters, the tendency of everyone who actually played the game to generalize widely from his own experience... Thirdly — but not lastly — there was the bias toward what people saw with their own eyes, or thought that they had seen.”

As a final quote on the impediment, consider a discussion of scientists in Edward O. Wilson's book *Consilience*, “Grants and honors are given in science for discoveries, not for scholarship and wisdom.The same professionalism atomization afflicts the social sciences and humanities.” That is from page 42, but it is preceded by a discussion of the “enormous success of reductionism, its key method, worked perversely against any recovery of the Enlightenment program as a whole.” We may

classify the problem in academia as the silo syndrome. Some of us have been advocating an interdisciplinary approach that includes blending nascent disciplines.

Kuhn makes the point that generally researchers are pursuing topics that are amenable to the tools they have available. Retooling is expensive. The following, an excerpt from the work noted in the endnote after the discussion of the Kline perspective...

...THE APPROACH TAKEN HERE

The approach taken here is to consider the start of what may become a new discipline, *Societal Biology: The Body and Mind of Society*. Before outlining the analytical structure, presented in the box that follows, there is an excerpt of a memo in the form of an essay in which it was used as a phrase that may be viewed as the predecessor to *Societal Biology*. It was alluded to in the context of some philosophical discussions dealing with the Housing Bubble, the Capital Market Freeze, and The Great Recession: ...

...A further discussion of concepts for fostering discipline development is in an extensive endnote. In short, the Kantian perspective deals with the idea that knowledge begins with experience, but it does not necessarily arise from experience. It requires reason and science as a route to developing knowledge. However, a great deal depends on the perceptions of what is observed. Langer discusses the presentational form as in pictures and maps used for observing as compared to the discursive form, the analytics in words and number. The complexity of the situation is so great that in the case of biology, the diagrams as in the appendix by John Khosh, are quite instructive of the complexity; or consider a map of airline routes in a hub and spoke system to indicate routes from a point of origin to a destination in a network.

The contention here is that since we are dealing with complex adaptive systems, and emergence is the critical process — a mysterious process — a representational form along with discursive analytics for components is essential for communicating the nonlinear relationships. In a book by John H. Holland, *Emergence: From Chaos to Order* emergence is discussed using games such

as checkers and chess to illustrate the use of rules in a complex adaptive system resulting in the ability to detect patterns of moves in the game. The same approach is used in neuroscience. Essentially, models are developed...

Agent based models, a form of computational model, may be used to simulate emergence from a network at one stage micro to the macro network that results with emergent properties... These are concepts essential to an analytical structure for the paradigm to be developed.

The Analytical Structure

The analytical structure for *Societal Biology: The Body and Mind of Society* is built upon a series of layers of networks of our outer world that are analogous to the layers of networks in human biology starting from cells and on through tissues and organs to the whole person in the form of the person's inner world.

The layers in the outer-world series may be of diverse natures including communities of various types and scales, organizations for diverse purposes, and layers of government. The structure is a complex adaptive system in which interactions at various levels of networks produce emergent properties at levels macro to the generating micro level.

The interaction of information and energy result in patterns of changes in outcomes at various point in the evolutionary process of the system. Understanding these patterns is a challenge similar to understanding the patterns of the inner world.

The Linkage. The linkage between the inner world and the outer world is critical in the analytical system using the principles from biology in understand the improvement of outcomes through altering the structure of the system. That linkage is built upon the results of the interaction of the decisions of individuals.

The thesis is that there is a neurobiological foundation in the human nature of each individual, and that along with reasoning and knowledge leads to choices of behavior; these choices interact at various levels of the networks in emergent processes from layer to layer of the networks of the structure, and as a result there is an evolution of the structure.

There is also an evolution in the human nature of individuals prompted not only by the internal processes, but also by the externalities of the culture. In other words, the genes and meme are part of the evolutionary process. Furthermore, the cognitive ability bolstered by education and reasoning enters into the process that has the capability of improving deliberate choices.

Before turning to a discussion of the inner world in order to outline the framework that is the departure for an analogous structure of the outer world, the foundation for the linkage is expressed in a discussion of the work of Antonio Damasio in his book *Looking for Spinoza: Joy, Sorrow, and the Feeling Brain*. In it, on page 170, he provides an extensive quote "...from Proposition 18 in part IV of *The Ethics*...[which] ¶ At first glance ...sound[s] like a prescription for the selfish culture of our times but nothing could be further from their real meaning. As I interpret it, the proposition is the cornerstone for a generous ethical system."

Damasio goes on to explain noting that he would rewrite Spinoza's proposition as follows:[p.71]. He continues in the same paragraph to note that this foundation of virtue in the social structure is in the context of a complex organism with an "interdependence with our own organism." Later he notes that "Happiness is not a reward for virtue: it is virtue itself [p.175]." This is explained in part by the idea that acting in response to the self-preservation tendency leads toward establishment of a social contract furthering happiness viewed as being free of "the tyranny of negative emotions [p.175]."

The Inner/Outer World Analogy. The key organ in the inner world is the brain. It serves as the control center for the human body. The mind is the brain at work and operates as a result of emergent processes. Damasio, in a later book, *Self Come to Mind: Constructing the Conscious Brain* wrote:

In brief, the conscious mind emerges within the history of life regulation. Life regulation, a dynamic process known as *homeostasis* for short, begins in unicellular living creatures, such as a bacterial cell or a simple amoeba, which do not have a brain but are capable of adaptive behavior. It progresses... From there on, an organized self process could develop and

be added to the mind, thereby providing the beginning of elaborate conscious minds [p 27].

The mind, as the life regulation system, exists for societies. In the case of our focus on the American society today, we have a societal mind operating through formal regulation and informal networks of culture that structure the environment. That structure operates to influence the decisions of individuals and organizations micro to the macro networks.

The body of the system is composed of organs, each of which is its own complex adaptive system. These organs interact with each other much in the same way as the heart, lungs, and stomach in the human body interact along with the other organs of the body. For our society, the three main organs in our discussion are the economy, the political structure, and the sociological network of organizations.

In terms of discipline development along the lines of complexity science, for the major social sciences, sociology may be the farthest along in integrating analytics of complex adaptive systems. The next most developed social science in this dimension may be economics with the nascent branch of complexity economics. As for political science, some of the ideas are integrated as has been the case with the other two disciplines, but it is unclear that a branch has sprung forth in its own right.

Taken together, these three established disciplines and the nascent branches, developed to whatever stages, for the core of *Societal Biology*. However, the really difficult integration is that of the neurological sciences to discover the patterns that emerge from extant behavior. Drilling down in the system is not quite a reductionist approach because it is in a complex adaptive system. However, the systemic structure can be analyzed starting with individual behavior, even though individual behavior is the emergent property of the human system. But, an aggregation of individual behavior won't work. It will take something along the lines of an agen- based model to deal with the patterns of emergent properties.

Changes in group behavior, and differences in behavior among individuals, are evolutionary processes. It operates both on an individual basis and on a cultural basis. It starts with the imbedded

value systems, but operates along the lines described by Damasio in his explanation of the quote from Spinoza's Proposition 18 that started with "I hold these truths to be self evident..." That was in the preceding discussion of "Linkage" in the section on "Analytical Structure."

After the discussion of an envisioned societal structure, we turn to a discussion of team building as a route to the development of the new discipline of *Societal Biology: The Body and Mind of Society*. That leads to a first discussion draft of a *Declaration of Reform* as a foundation document to be used in an attempt to deal with the cancer of injustice in our society that includes applications of the to-be nascent discipline. It is built on the same principles as the Declaration of Independence, but focuses on empowering the populace through knowledge and participation in governance to contain the spread of malignancy in society.

Preparatory to that team building discussion focused on the advancement of knowledge, there is a recent addition to the literature that focuses on a team of teams.

Team of Teams. Team building is a linkage between the individual and the team. Its cohesiveness affects the group's productivity. Teams of teams takes the process to the next higher layer of networks. A book released in 2015, titled *Team of Teams: New Rules of Engagement for a Complex World* by General Stanley McChrystal (U.S. Army Retired) and others, focuses on the application of the concept by the Joint Special Operations Task Force in 2004 under the leadership of General McChrystal. However, after discussing Adam Smith's innovation of specialization in a pin factory and Frederick Taylor's managerial innovation of time and motion studies, the book moves from productivity in those linear systems to problems in nonlinear systems where complexity reigns.

The book discusses that the nonlinearity worked well for General Motors in its early years but became inadequate as the vehicles and society became more complex. The implications of the faulty ignition switch were unknown to GM because in its hierarchical structure there was not the cross-departmental knowledge. Ford made the transition to flattening the structure enough to get some cross-departmental communication. This was after we were hearing

about Japanese organizational innovations in formation of teams in the production process.

The New York Times has a scathing article on the failure of the federal regulators to intervene in a timely manner to avert deaths from a General Motors snafu with the ignition systems. The article, “Audit Faults Auto Safety Regulator For Failures” appears in the June 20, 2015 Business Day section starting on page 1. The story noted the regulatory agency for not thoroughly screening complaints, verifying manufacturers reports relating to potential defects that could be related, and further criticisms. A reading of the *Team of Team’s* book would indicate that GM’s organizational structure was not amenable to their identifying the complexity of the situation and the hazard of a minor cost saving.

Societal structure at all levels impacts emergent properties from the interactions taken. Societal structure also impacts outcomes in the absence of sufficient information useful in improving outcomes. Understanding the system makes a big difference.

An Envisioned Societal Structure

An envisioned societal structure might be labeled as *American Democracy as a Civil Society*. The key is the civility of the society in a balance between self-interest and societal interest. The closer the self-interest is to being enlightened, the better the balance based on the criteria including productivity, reciprocity, and justice.

The key question is the process of going from “the self comes to mind” (as through reason or faith) to building social capital and enhancing social technology so as to improve the outer world which in turn will favorably affect one’s inner world.

Such a structure would be built on the moral commitment to equality of access to government as a vehicle for liberty and justice for all. But, it goes beyond government as a vehicle — it goes to a moral commitment to structuring a *civil society* that includes non-governmental organizations ranging from coalitions of interfaith groups pursuing social justice to coalitions of foundations committed to development and dissemination of knowledge to (1) improve the functioning of the political-economy and (2) to support of innovative programs designed to help those in dire straits, and

(3) to innovate in programs that would do more to avert people falling into dire straits.

On this last goal in improving the structure of the society, consider an example of unnecessary consequences of the dysfunctional nature of our society. The Great Recession was not necessary. We did not learn from the Long-Term Capital Management debacle, and did not use the lens of complexity in regulating the system. Nor was that morality adequate in business on both sides of some loan creations, and the creation of derivatives and their marketing, enough to avoid the debacle. Consider the case of Shanesha Taylor who lost her job as a result of the Great Recession.

The Shanesha case as described in the front page of the business section of *The New York Times*, in an article dated June 21, 2014 by Shaila Dewan titled “A Job Seeker’s Desperate Choice” included the following excerpts: “All at once, Ms. Taylor had become a symbol of both economic desperation and shirked responsibility. Her story became fodder for polemic and preaching....¶... Ms. [Shanesha] Taylor described how her life had slowly disintegrated during the recession, with low-paid jobs and irregular hours.”

The case was a desperate choice to appear for an appointment for an interview after someone who had agreed to take care of her two youngest children failed to live up to her agreement. In deciding to go to the appointment anyway, she left her two children in her car for a little over an hour and was arrested when she returned. It is a complicated case, and there is more than one question of justice and injustice.

Referring back to the second chapter (The Declaration Encore Calls for a New Paradigm) in this series, here is an excerpt: “The pursuit of the ideal is a journey, or as Isaiah Berlin wrote in his *The Crooked Timber of Humanity*’s opening chapter titled “The Pursuit of the Ideal:”

The best that can be done, as a general rule, is to maintain a precarious equilibrium that will prevent the occurrence of desperate situations, of intolerable choices — that is the first requirement for a decent society; one that we can always strive for, in the light of the limited range of our knowledge,

and even of our imperfect understanding of individuals and society. A certain humility in these matters is very necessary [pp. 17-18].

The criminal justice system saw it as the violation of the law — leaving very young children unattended in a car where the interior temperature was rising. The prosecutor had some discretion but chose to prosecute even though an understanding of the Shanensha’s situation would have revealed that she was faced with only bad decisions.

Consider that the injustice was in the social justice system of the political-economy that made its bad decisions. The Great Recession, resulting from the housing bubble and financial crisis occasioned by a multiplicity of forces including inept government, left an aftermath of a societal structure that produced the conditions leaving Shanensha and millions of other Americans of the middle class faced with only bad decisions.

To some extent the private sector has softened the blow in the Shanensha case and that of many other Americans. But, more needs to be done in both the public sector as well as the private sector with (1) changing the structure that generated the bad choices, and (2) providing the emergency options that would include options of avoiding only bad decisions. That would be social justice, and we need to pursue it more vigorously, and with a greater understanding of the system.

The structure requires a reliance on societal networks committed to virtue that entails the element of righteousness prevalent in America’s civil religion as well as faith and reason.

TEAM BUILDING IN DEVELOPMENT AND DISSEMINATION OF KNOWLEDGE

The concluding section of this chapter resembles a commencement address at a college graduation in that while its occasion is the formal end of a particular educationally-related process; it marks the beginning of the next phase of the development and dissemination of ideas for class being addressed. It differs substantially in that

the class being addressed includes scholars, who in a multiplicity disciplines, have successful careers in developing and disseminating knowledge in their specializations.

Getting a Turning Point

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

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 traveled 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.

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

A Declaration of Reform

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

Whereas in the course of events the injustices of a free democratic society erode the political rights of the populace,

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

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 as an appendix was written (*Liberty and Justice for All Some*). The trilogy discusses the great deal in the context of the pursuit of justice, but the trend of results of 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*.

Most dramatic change is occurring this year (2020) with the pandemic and the associated recession underway. Those are discussed in in two overview essays (*IT IS TIME TO DECIDE!* and *Great Danger Emerges*) beyond the central overview essay focused on the timely trilogy, *American Democracy Endangered*. All of this leading to the discussion of a project started two years ago by the American Academy of Arts and Sciences, resulting in a just released (in June 2020) “final report of the bipartisan Commission on the Practice of Democratic

Citizenship. It includes 31 recommendations to strengthen America’s institutions and civic culture to help a nation in crisis emerge with a more resilient democracy.”

That reports provides six strategies oriented to action that will alter the structure of the system. They are identified as follows:

Strategy 1

Achieve Equality of Voice and Representation

(<https://tinyurl.com/ycx5rm4q>)

Strategy 2

Empower Voters

(<https://tinyurl.com/y9za6flh>)

Strategy 3

Ensure the Responsiveness of Political Institutions

(<https://tinyurl.com/ybpzzjpe>)

Strategy 4

Dramatically Expand Civic Bridging Capacity

(<https://tinyurl.com/yc4osmy5>)

Strategy 5

Build Civic Information Architecture that Supports

Common Purpose

(<https://tinyurl.com/yb2g96b9>)

Strategy 6

Inspire a Culture of Commitment to American

Constitutional Democracy and One Another

(<https://tinyurl.com/y94wouef>)

In large measure, that two-year project, accomplished a great deal of what was envisioned in the concluding phrase illustrative draft for a Declaration of Reform. That phrase is as follows: “and along with enablers and practitioners with abilities to foster societal change enhancing social justice as envision in the Declaration of Independence and facilitated by the Constitution and Amendments thereto, along with such appropriate changes as are necessary for the ideals of liberty and justice for all.”

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, massive demonstrations protesting “Dysfunctional Systems,” inspired hastening the writing of an essay dealing with the evolutionary process. In particular, the essay, *Unity Counts*, was about halfway drafted. The four sections are titled (1) Now Hear This; (2) An Evolutionary Process; (3) An Educational Innovation; and (4) Analytical Systems and Action. The three subsections to “Now Hear This,” titled (1) Massive Demonstrations; (2) Dysfunctional Systems; and (3) The Voice of the People. Here are the two opening paragraphs:

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

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

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

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

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

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

The intent is to better enable all Americans to exercise their unalienable rights to life, liberty, and the pursuit of happiness. The process may require a paradigm shift from the misconceptions prevailing as to the nature of things, especially among the regulators

and those of substantial influence through access. Furthermore, it may require a mode of language capable of communicating complex ideas in understandable form, not only to those in the regulatory structure and with substantial access, but also to the populace so as to better empower them to making wise decisions.

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

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

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

Chapter Six: **Epilogue - Toward a New Age of Enlightenment**

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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