



**IT IS TIME
TO DECIDE!**

**DO YOU WANT
TO LIVE IN
A FREE SOCIETY?**

**THIS ESSAY INTRODUCES
THE TIMELY TRILOGY
AND FOCUSES ON YOUR SUCCESS
IN LIVING IN A FREE SOCIETY**

by Maury Seldin LLC

The Declaration Era Educational Press (DEEP) website contains this booklet that includes the first of three overview essays.

IT IS TIME TO DECIDE!

DO YOU WANT TO LIVE IN A FREE SOCIETY?

It focuses on your success in living in a free society.

REVIEW AND COMMENT PROCESS

This overview booklet is included in the review and comment process for the website, Declaration Era Educational Press (DEEP). The citations are deemed to be FAIR USE. The authors cited may render an alternative view. Adjustments will be made if such views are received. Aside from comments being most welcome, the enterprise is especially interested in recruiting thought leaders who will share their thinking for at least two purposes. The first is to help educate motivated learners. The second is to potentially become a member of the team that will help in the preparation of a Declaration of Reform. Substantial additional information is available upon request.

HELP WANTED

The enterprise is seeking production and distribution assistance in several key areas in order to further its educational mission.

Among those needs are team members with skills in one or more of areas such as; editing, bibliographic construction, and author relationships. The website has several hundred citations, the vast majority of which are unquestionably FAIR USE. Authors, who have different views, or would like modifications, are welcome to propose content adjustment, including the posting of additional items on the *Motivated Learner Platform* that includes detailed references to further literary work.

The tasks for which help is wanted includes contacting quoted authors via email and/or snail mail, and working with them to obtain permissions necessary for providing sufficient editing (including dropping questionable FAIR USE citations). The digital format facilitates frequent updating, and unfolding events call for frequent revisions.

Motivated learners, with networking experience, who can facilitate the dissemination and development of a discussion groups are also being sought. Experience in constructing and dissemination of apps would also be helpful.

Budgets are available for independent contractors on specific content development work. Volunteers are welcome. Team members will have access to the entire content of the trilogy during the review and comment process. Only the first book and the overview booklets have been printed in paperback versions for review and comment. The other two books are still in Word. We are anxious to have hard copy publication of all three books and overview booklets available for rebuilding our democracy by the new administration and the recovery from the multiplicity of crises.

For more information, please contact us by email at
MaurySeldinLLC@gmail.com.

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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.

It is provided in hard copy through
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Do You Want To Live In A Free Society

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IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?

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CHAPTER SEVEN
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The Integrity of American Democracy Undermined
It is from what we are calling BOOK ONE
(*Common Sense Revisited: America’s Third Revolution*).

ITEM TWO —

IT IS TIME TO DECIDE!
DO YOU WANT TO LIVE IN A FREE SOCIETY?
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PART TWO - MOST OF
THE ADMINISTRATIONS’S FIRST YEAR
(THE CONSTRUCTION IS IN PROCESS.)

BACKGROUND LEADING TO BOOKLET AND WEBSITE

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

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

Lens of Complexity

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

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 65 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 Educational Activities

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 25 years of service. His work continued with Hoyt Group activities, seminar leadership at 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>.

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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 supported material which he has authored to the Maury Seldin LLC that is designed to be a self-supporting entity capable of continuing the development and the dissemination of knowledge that emerged in more than a half century career by 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.

PERSONHOOD ASSISTANT

Camille Chaplin is the Personhood Assistant to the Maury Seldin LLC and the manager of the website, Declaration Era Educational Press, identified as DEEP.

PREFACE FOR
IT IS TIME TO DECIDE!
DO YOU WANT TO LIVE IN A FREE SOCIETY?



This booklet, *It Is Time To Decide! Do You Want To Live In A Free Society?*, was started as a short alternative introduction to the timely trilogy. It focuses on your success in living in a free society. The books are collectively titled *American Democracy Endangered*. The individual books 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 initial introduction was the overview booklet, *American Democracy Endangered: Restructuring American Democracy*. The pandemic inspired an alternative introduction that includes an appendix designed for updating as the new administration makes progress towards return to our pursuit of the ideals articulated in the Declaration of Independence. The appendix is designed for adding chapters as major events unfold during a variety of segments of the new administration's four-year term.

This booklet is also provided in digital format on the website titled *Declaration Era Educational Press (DEEP)* ([add in link here](#)). 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 modifications based upon the reviews and comments, 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 on the website for that purpose are free and used as a successor to the earlier wiki format exploration. When digital books are available, the website will provide substantially discounted

prices for purchasing any or all of the three books. In the interim, the booklet and the website contain front matter from each of the three books and some excerpts. Additionally, the first chapter of each of the three books is available for free in its review and comment phase.

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 handful of chapters is supplemented with prologues, epilogues, and endnotes. Additionally, there are appendices that are as voluminous as the core text. The hard copy publication of each book will contain the full range of supplements designed to enable the motivated learner to delve deeper. Additionally, the *Declaration Era Educational Press* digital version will contain links among the books in the trilogy and to the web to enable the reader to delve deeper. In some cases, discounted versions of related books may be available through the website.

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

The marketing plan for the trilogy is focused on three markets as described in the central overview booklet, *American Democracy Endangered: Restructuring American Democracy*. There is a third overview booklet focused upon awareness of the challenge of our democracy, and the recovery from the pandemic and other evolving

crises. That booklet is titled *Great Danger Emerges: Democracy Challenged*. That booklet contains four appendices; each of which has excerpts from chapters in the trilogy. Access to the full text of the trilogy of books is only for review and comment. Cited authors will receive the password upon request. Other requests will be evaluated on an individual basis.

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.

The extent of education is heavily dependent upon the educational objectives of the motivated learner.

PROLOGUE: THE PRICE OF LIBERTY
FOR
IT IS TIME TO DECIDE!
DO YOU WANT TO LIVE IN A FREE SOCIETY?



THE PRICE OF LIBERTY
(This may also be provided as a standalone item.)

Our Greatest Problems

Our American Democracy.

Beyond Conventional Wisdom. Conventional wisdom might place the COVID-19 situation in America as our greatest problem. It could be argued, however, that the situation is simply the emergent results of the multiplicity of problems resulting from a single condition, the dysfunctionality of *Homo sapiens* as a species.

Our *American Democracy* as *The Great Experiment* has been viewed as just that; an experiment, a pluralistic society emerging out of the Enlightenment era.

As to the dysfunctionality of our species, there are three key sentences by Edward O. Wilson in his book, *THE MEANING of HUMAN EXISTENCE*, (2014):

“The problem holding everything up’s thus far is that *Homo sapiens* is an innately dysfunctional species. We are hampered by the Paleolithic Curse: genetic adaptations that worked very well for millions of years of hunter-gatherer existence but are increasingly a hindrance to global urban and technoscientific society. We seem unable to stabilize either economic policies or the means of governance higher than the level of a village.” [See pages 176-7.]

As to our American Democracy, as *The Great Experiment*, with the D in Democracy capitalized because it is a proper name of an entity, we have a single sentence to quote from the Thomas Paine pamphlet, *Common Sense*. It is as follows: “The cause of America is, in a great measure, the cause of all mankind.”¹ Here is an

excerpt from the trilogy's first book, page xvi, "His [Paine's] first edition was published anonymously on January 10, 1776. The next edition, published on February 14, 1776, contained an introduction signed "The Author." The opening sentence of the introduction's last paragraph is as follows: "The cause of America is, in a great measure, the cause of all mankind." (The reader may link the [front matter](#) and/or the [first chapter](#).)

The key lies in the balance between competition and cooperation, and the scale of unity. It took more than a decade for the cooperative arrangement of a confederation of thirteen states to become a federation. The unification was achieved with a constitutional arrangement where the federal government received authority delegated by the thirteen sovereign states. The residents were provided with constitutional protections.

Our Political Problem. The design that evolved was an experiment. It made progress for two centuries, but not without substantial internal struggles. Then, in recent decades, the cooperative arrangements that had evolved deteriorated to an alarming extent. The tribal competition between the two main political parties grew to an extent in which the survival of American Democracy is endangered.

Donald Trump, whose term as president expired on January 20, 2021, had not acknowledged a peaceful transfer of power. He was impeached by the House of Representatives a week after the January 6, 2021 assault on the Capitol, but not convicted by the Senate. He still poses a serious threat to the future of American Democracy.

The obstructionism of the Republican Party, that prevailed during the previous administration led by then President Barack Obama, from the Democratic Party, resumed. There are a few notable exceptions. However, there is a pursuit of power by Trumpian Republicans at exceptional costs to the integrity of the Democratic systems.

All of this is happening while respect for democratic institutions is deteriorating. Norms of civil behavior are being abandoned, and abuse of power is rampant, especially with Republican-controlled state legislatures making it more difficult to vote.

The *Paleolithic Curse* has risen for some members of the Republican Party, including some of its leadership. As a result, some people, in recent times, have been valuing party above country. For some, it is simply a reaction to stimuli [[link to op-ed column \(of *The New York Times* on December 9, 2020\) by Jamelle Bowie, “Why Is the G.O.P. Refusing to Recognize Its Own Success?”](#)]. For others, it is a reasoned calculation in the pursuit of power.

This is becoming increasingly dangerous because of the stresses being put on Western civilization, and especially the leadership that American Democracy enjoyed in the post-World War II era, but has eroded under the Trumpian Republican Party. Consider that the last two decades started with a jolt on September 11, 2001 in the form of a devastating terrorist attack taking about three thousand lives. Then, a preventable Great Recession in 2008-2009 generated a global financial crisis. The COVID-19 pandemic took well over a half million lives in the first year, and generated a recession worse than the Great Recession.

On top of that, the climate catastrophe has been worsening and the unnecessary loss of lives of minorities, by the abuse of power of law enforcement, has risen to a level generating massive protests. The distrust of authority and the abuse of power in government, along with the erosion of norms for behavior, especially the **loss of respect for truth and justice**, have plagued the American scene. It looks as though our democratic system was out of control when it was being led to become an autocracy in which the values in a free society would be a matter of history. The remnants of that disastrous leadership still plague the population with excessive death rates from the pandemic.

The COVID-19 pandemic may appear to be our greatest problem because of the loss of lives and livelihoods. However, consider the behavior of political leadership and the substantial portions of the population that have demonstrated little concern for others. It is this loss of concern for others that is not only impeding our creation of social capital, but also eroding the observance of the social contract essential for the survival of a free society.

The Biden administration has taken to dealing with the pandemic as its first priority, and expeditiously facilitated the

first major bit of legislation, the \$1.9 Trillion COVID Relief Bill. That was accomplished about halfway through the first 100 days of his administration, with the American Rescue Plan Act calling for the \$1.9 trillion relief from the pandemic.

An appendix to this booklet has been added that discusses the administration's progress in dealing with the COVID-19 pandemic in the administration's first 100 days. It will be updated as discussed in the appendix, *Strategic Guidance Towards Improving Outcomes*. The key is that the Biden administration is designed to serve the country as a whole. That is in contrast to the previous administration that was led by a president who was intent on reelection even at the cost of eroding our democracy.

Strange as it may seem, this website is nonpartisan. It is calling for a reconstruction of the Grand Old Party to become a Grand New Party based upon conservative ideals, including platforms; and operating across the aisle starting with the ideals articulated the Declaration of Independence pursued with the founding of the Republican Party when it was challenged by the then Democratic Party in the Civil War.

The Newest Crisis

The Last Week in February. The newest crisis, the invasion of the Ukraine, a sovereign state, by Russia, is marked by the violation of global norms of respect for international borders. That disaster has brought unity between a substantial portion of the elected leadership of the Republican Party and the Democratic administrative leadership. It also has impacted a substantial proportion of the voting public that is attuned to the future of democracy being threatened by totalitarian regimes.

The scale of unity has risen to those favoring global democracies as compared to autocracies. Domestically, notably absent are some far right Trumpian Republicans who are in favor of autocratic regimes; and they would like to resume that direction towards an autocracy for what we are calling *American Democracy*, our *Great Experiment*.

This takes us back to the box phrase, "The cause of America is, in a great measure, the cause of all mankind" discussed in

the opening page of this prologue. That cause is the freedom from tyranny.

As noted in the preface, “the appendix is designed for adding chapters as major events unfold during a variety of segments of the new administration’s four-year term.” This newest crisis will be included in the process.

Since this is being drafted in late February, it comes shortly after Russia has recognized separatists in two regions of the eastern portion of the Ukraine, Donetsk and Luhansk, as having established “peoples republics.” The battle between the separatists and the sovereign government of the Ukraine has raged since 2014, with the separatists being in control of only part of the regions being recognized by Russia as independent states.

President Putin not only signed a decree recognizing separatist regions as Peoples Republics, he then directed the deployment of troops to perform “peace keeping functions” in the regions. It appears that this will serve as political cover for domestic purposes, while it serves the first stage of the invasion of a sovereign state for his political purposes.

This new crisis is an extension of his ongoing attempts to undermine Western democracies in his ambitions to achieve greater territorial control enroute to some semblance of what was once the Soviet Union. It is uncertain the extent of risk Putin is prepared to take, but he has already triggered the start of unprecedented sanctions that would undermine the Russian economy; starting with its leadership and, potentially, enough disaster to the Russian public to trigger a rebellion.

As this drafting is continuing on the Monday that is the last day of February 2022, it appears that Russia’s President Putin is suffering a strategic defeat because even after the first five days of the invasion, on the afternoon of the last day of the month in Kyiv, the city has not fallen. It is too soon to know what the outcome is going to be. All we are able to do now in this educational endeavor is to start the discussion of this latest crisis. As will be noted later, the appendix to this booklet will be updated after President Biden’s delivery of the State of the Union Address tomorrow evening, March 1, 2022.

Our Domestic Significance. The unfolding events are increasing our domestic significance beyond that which was expected when on Monday, February 21, 2022, the Russian President Vladimir Putin recognized separatists in two regions of the eastern portion of the Ukraine, Donetsk and Luhansk, as having established “peoples republics.” That triggered an update of this that included a slight revision of this prologue, the PDF proof of which was received on Friday, February 25, the day after the alleged “peacekeeping” Russian forces crossed the borders in the southeastern portion of the sovereign state of the Ukraine.

President Biden got some backlash after his original statement that related to an extent of action compromising the sovereignty of the Ukraine. Even after his clarification, President Putin was not deterred; and proceeded with a full-scale attack on a sovereign state. As this is being drafted on February 27, Putin has gotten some surprises.

Kyiv has not as yet fallen, and a puppet government has not been installed. Apparently, Putin as a student of history, has forgotten that his decade-long war with Afghanistan failed because the people of Afghanistan banded together to defend their territory. The people of the Ukraine will do at least as well, although it is uncertain what will happen after the end of February.

On the first day of March, in the evening, President Biden will deliver the State of the Union message. Some of the sanctions promised have been delivered; the process is slowed because the European economy is more sensitive to the damage than the American economy.

One should not rule out the possibility that Russia would march through the Ukraine and attempt to recapture control of republics that were formerly part of the Soviet Union, and are now part of NATO.

It is too early to tell with the previous sentence having been written during the last week on the day after Putin sent in what he called “peacekeeping forces.”

This week, it is reported in a *New York Times* article on Monday, February 28 (by Valerie Hopkins, Anton Troianoski and Steven Erlanger) that Putin has “...told his defense minister

and his top military commander to place Russia's nuclear forces on alert." That followed announcing the West's "aggressive" action, presumably sanctions that didn't start until he violated Ukraine sovereignty. It looks like his propaganda to the Russian population clearly is indicating they don't want war, and/or a threat to the West.

In the *Wall Street Journal* article of the same day, Yaroslav Trofimov wrote of the planned meeting of representatives of Russia and the Ukraine originally scheduled for Belarus would be held on the river Prypiat after President Zelensky received assurance "... that no Russian military activity would be carried out from Belarus in the meantime..." That was a result of President Zelensky having spoken with Belarus president Alexander Lukashenko.

At this stage, although we are presenting some clues that Zelensky, elected to the presidency by a substantial majority of people who voted in the Ukrainian election, and the people themselves, are doing an outstanding job in standing up for their rights. We are only identifying some of the issues, with **a taste for the resilience of democracy**. Updates to the appendix that is focusing on the pandemic as a case to illustrate *Strategic Guidance Towards Improving Outcomes* will now include discussions of the administration's actions with this latest crisis, as well as updates in the global situation relating to the restoration of American leadership hopeful revitalization of our own democracy.

The update is scheduled in the form of chapters as part of Part Three of the appendix, *Moving into the Administration's Second Year*. Those chapters are identified as (1) Chapter Six - A Bit Beyond the First Year; (2) Chapter Seven - After the Interim Report; and (3) Chapter Eight - After the Mid-Term Elections.

It is going to take some time after the March 1 State of the Union address for the global situation to sort itself out. Thus, the timing of the sixth chapter is uncertain.

Our domestic significance starts with fostering a unity across the aisle with some Republicans seeing the relevance to our national security. It is also increasing our global leadership significance which was eroded under the previous administration.

The scale of unity has risen to those favoring global democracies as compared to autocracies. Notably absent are some Trumpian Republicans who are in favor of autocratic regimes; and they would like to resume that direction towards an autocracy. Those Trumpian Republicans are undermining our *American Democracy* as *The Great Experiment*.

President Putin's Behavior. The pundits can have a field day in trying to understand Putin's thinking. Some have said that he's gone off the rails. Others just point to his miscalculations. The expectation was that Kyiv would fall in a matter of days.

This educational endeavor is a highly interdisciplinary approach that blends nascent disciplines in trying to forecast outcomes that result from chronic conditions and actions as emergence produces characteristics of changes in structure over time. The conventional wisdom is that Putin is looking to restore Russia to become one of the two major global forces with a resurrection of something akin to the former Soviet Union. Feelings count, and are driven by ambitions that include what he hope will become his legacy. The wealth that he and his oligarchical colleagues have managed to acquire at the expense of the vast majority of the Russian population counts for something. The premise here, however, is the vehicle is territory and a critical variable is events over time.

The appendix sheds some light on this because the website, although using the biological analogy for understanding societal evolution then the analytical approach to including fixity of location, as in territory, and timing as it influences what evolves is based upon the interaction of diverse nodes in networks.

Readers would be optimistic to expect a grasp of a multiplicity of processes involved in forecasting outcomes when the nodes differ in nature, especially in the number of connections of power. As one potential outcome, consider the most ironic of all.

Putin started his negotiations with outrageous demands including legally binding guarantees that the Ukraine would never become a member of NATO. That is reminiscent of the old joke about the Russian negotiator opening his demand for preconditions with "First I get to sleep with your wife, then we talk." The personhood author of this narrative offers its apologies to whomever may be offended.

His behavior took a pattern destined at a minimum to carve out a couple more pieces of territorial expansion from the eastern portion of the Ukraine. It would only be a start, because he wanted ironclad guarantees that his population would not see the benefits of democracy.

His playbook is to lead his people to believe they are better off than they are so as to stave off the erosion of his power. His attempt to undermine democracies is part of the plan.

He has a fondness for history, but it is selective. He remembers the expansion of the Soviet Union, but forgot his first experience in the decade-long battle with Afghanistan to move them more towards Communism than they were prepared to do. They are too tribal to go for strong central government, and he wasted a decade. Donald Trump thinks he is brilliant; maybe only because he wasted a decade while America wasted two decades trying to build a democracy where one would not work.

The premise from which this analysis is proceeding is that force is not enough; how people feel and reason, especially with the territory for which they claim as a homeland, is very powerful. The irony of the biggest abuse of territorial boundaries since the Second World War is not only not going to protect the oligarchs, it might be something closer to the French Revolution when masses take over. They have already started and always an internal police force might even outnumber his military force. He can't imprison them all. Additionally, his supply lines in this last week of February were broken down. The fuel requirements for tanks may leave them stranded in the cities where they penetrate, but destroyed by powerful weapons designed for the purpose, and provided for by the West. Conscripted soldiers abandoning the equipment may be delighted with no alternative but to surrender. The mothers didn't want them coming home in body bags.

There is more to explain. The system is not only for the behavior of the people of Russia who clearly don't want war, and conscripted soldiers who found themselves caught as prisoners in a democracy, the Ukraine, after they had been told they were on a training mission. The other scene is NATO who has now upped the defenses to at least two percent of the GDP, at least that is rumor.

It looks like so far that the three countries are willing to take the sacrifices in order to foster their own democracies that in some measure emerged from what we have described as *The Great American Experiment*, with the phrase emanating from the founding fathers.

Domestically, we have seen substantial support from the public. We will see how they feel once they have to make some sacrifices because the isolation of Russia that is going to result in sanctions is not going to be without domestic costs. Our European friends will set a good example for us, we hope and expect. Our domestic example will be quite mixed.

We now turn to a start with a historical perspective of our domestic behavior.

A Closer Look at Behavior

Consider the Trump Administration. So, let's take a closer look at behavior. As a start, in 2016 the outgoing administration had performed very well, as had its predecessor, in preparing to orient an incoming administration. The behavior of the incoming administration was remarkably different in 2016 from its predecessor's behavior.

The Michael Lewis article in *Vanity Fair* (December 2016), used the transfer responsibility, in the Department of Agriculture, from the outgoing appointed leadership to the incoming appointed leadership, as an example of preparation and response for the transition. In 2016, the incoming appointees showed little interest in understanding their responsibilities. It appears that they had their agenda for the special interests; and, the common good impact in the area of the responsibilities was not their mission.

Next, in 2018, the federal government's preparation for epidemics was reduced as part of the reduction of governmental activity. In 2020, the information received by the President of the United States on the emergence of a pandemic, not only failed to trigger governmental action for protection of the public, but resulted in President Donald Trump intentionally misleading the public as to the emerging crisis and failing to take appropriate contagion containment actions. It appears

that his actions focused on his reelection, not on the welfare of the public.

His actions discouraged two of the most important actions on the behalf of the public that could curb the explosive expansion of the contagion; wearing masks and social distancing, especially avoiding crowds. From the perspective of network science, the mathematics of contagion are fairly simple. When one person infected with the virus, and serving as its host, makes contact facilitating the spread of the disease to more than one person, the geometric progression expands based upon the successive contacts. If the contact number is 2, and each of the successive contacts is also 2, three sets the transmission over time, instead of charting as flat as with only one contact each round (1, 1, 1,) for total of three infected, the chart of successive contacts being 2 become 2, 4, 8, or a total of 14 infected. In the example, at the first level only two people were infected. At the next level, each of the two infected two more so that four people were infected. At the third level each of the four people would infect two people for total of eight at that level. The chart would rise to a total of fourteen over the three stages. If the contact number is 3, and there are three layers of contacts, each with the additional three contacts the number gets to 39 (3, 9, 27).

Since the Age of Reason, also known as the Enlightenment, we have been enthralled with reasoning that enables us to improve outcomes by modeling relationships, especially in the physical sciences. Knowledge is acquired by experiments in controlled situations. Conducting experiments in the social sciences is more complex. The uncertainty in the change in relationships as part of the problem.

We have not done well in blending the impact of the humanities into the equations. The variables include feelings and morality. Understanding of blending of feelings with reasoning as they influence behavior makes forecasting outcomes especially difficult. Knowledge of patterns can improve the assessment of outcomes. But this is only part of the picture, because the morality counts.

The Role of Science. The role of science is to be able to improve outcomes by understanding relationships, improving choices even

where there is uncertainty. The math is clear when relationships are known. Waiting for more information can be expensive.

Consider the Biden Administration. This revision of the overview booklet (*IT IS TIME TO DECIDE! YOU WANT TO LIVE IN A FREE SOCIETY?*) is accompanied by an appendix titled “Strategic Guidance Towards Improving Outcomes.” As noted in the third paragraph of the second chapter (The Start of Restructuring):

Our focus in this discussion is on the role of dealing with the pandemic as a demonstration of a strategy for improving outcomes focused on the health and welfare of the general public. As discussed, the role of the federal government, relative to the role of the state governments, is constrained. However, federal policy is still relevant for the outreach of unity pursuit of our common interests.

This educational endeavor is underway with a nonpartisan innovative approach that allows the motivated learners to delve as deeply as they wish to understand the system. The trilogy’s first book (*Common Sense Revisited: America’s Third Revolution*) integrates the nascent disciplines to improve understanding complex adaptive systems. Essentially the idea is that systems evolve process alters structure, and structure in turn influences the choices that are made in the processes.

Although we are continuing to use the pandemic as the case study, the latest major addition to a multiplicity of crises is an outgrowth of the Russian president, Vladimir Putin, invading in the sovereign state, Ukraine, in violation of what amounts to international law.

This revision of the booklet is taking place during February 2022. By happenstance, the news reports in the last week of the month indicated what was previously noted in a paragraph of the opening section titled “The Newest Crisis.” It has three subsections: (1) The Last Week In February; (2) The Domestic Significance; and (3) President Putin’s Behavior. As noted in a single paragraph of the first subsection,

President Putin not only signed a decree recognizing separatist regions as Peoples Republics, he then directed the deployment

of troops to perform “peace keeping functions” in the regions. It appears that this will serve as political cover for domestic purposes, while it serves the first stage of the invasion of a sovereign state for his political purposes.

High quality testing for the virus is more expensive and time-consuming than tests of lesser reliability. If there is a program management strategy for containment, the analytics call for identification of persons having a virus, or being a carrier even without symptoms. The answer is in testing; but the question is in its extent and nature. The idea is to be able to track and contain.

This takes us to public policy. Countries differ as to the extent of collection of information and control of behavior. They also differ as to the distribution of authority among levels of government. So, this takes us to the question of program management. There is more to restraining transmission than frequent washing hands and letting time pass before handling objects that may be contaminated; there is a process by which choices are made and constrained. That process is more complex than the use of facemasks and social distancing.

That complexity takes us to the question of how well we have organized our public policy for program management, given the information that we are able to obtain and utilize. It also takes us to how well have individuals behaved, given their feelings and morality.

Although the Declaration Era Educational Press (DEEP) website contains a discussion of behavioral science, a recent book by Ezra Klein, *Why We’re Polarized*, is a very substantial addition to the literature, and is especially focused on the role of identity. Some of it will be discussed in the next section subsection, Feelings and Morality. It is mentioned here under the Role of Science because of two items.

The first of the two items is on page xv of the introduction. It is a four-line paragraph as follows:

“Understanding the relationship with our political institutions, that they are changed by us and we are changed by them, is the key to this story. We don’t just use politics for our own ends. Politics uses us for its own ends.”

That item is especially significant for this website because although Klein is using it for the second item, this website uses it for a broad range of highly interdisciplinary issues as part of providing a higher education, virtually for free, that is essentially a liberal education that will enhance one's success in producing a better quality of life for oneself and others. That second paragraph (see page xv) is as follows:

I think we are, or can be [referring to the previous discussion]. But toxic systems compromise good individuals with ease. They do so, not by demanding we betray our own values, but by enlisting our values such that we betray each other. What is rational and even moral for us to do individually becomes destructive when done collectively.

That item refers to an especially significant component of the complex adaptive system of our American Democracy and its endangerment. He follows it up with a really short paragraph, "How American politics became a toxic system, why we participate in, and what it means for our future is the subject of this book."

The book is highly recommended, and its author is a prime prospect for the leadership team that is to be assembled for the interdisciplinary approach using American Democracy endangerment, and the design of its reform through education innovation.

Feelings and Morality. How people feel about making hard choices varies substantially. Some people are very analytical, relying heavily on science and reasoning in making choices. Others are driven by feelings, sometimes without examining consequences. This takes us back to "...the Paleolithic Curse: genetic adaptations that worked very well for millions of years of hunter-gatherer existence but are increasingly a hindrance to global urban and technoscientific society. We seem unable to stabilize either economic policies or the means of governance higher than the level of a village."

Research on primates indicates that learning varies by cultures. Thus, progress in quality of life varies by the extent of learning; much of which is acquired by observation. The addition of reasoning and

experience makes a significant difference. This takes us back to the balance between self-interest and communal interest, or competition and cooperation.

This booklet will delve deeper into these issues, and provide links to supporting knowledge. The idea is that we need to learn more in order to redesign our society. We will get to that, but a large portion our population is not aware that their liberty is in danger. We can start with that with a look at redesign.

The Design Approach

A Look at Redesign

The trilogy's first book, *Common Sense Revisited: America's Third Revolution*, was inspired by the Thomas Paine pamphlet, *Common Sense*, designed to raise the level of consciousness of the colonists. He did so by inspiring them to pursue independence as a necessity for achieving justice.

The dysfunctionality of our American Democracy is denying justice on so many counts that the survival of what we have left of our democracy is in grave danger. Now let us consider the level of consciousness of our population.

Level of Consciousness. At the time of the American Revolution, Western civilization was approaching the end of the age of Enlightenment, also known as the Age of Reason. It was in the transition from the hierarchal control of royalty and religious leaders to the self-organization of the population. A major issue was the competence of the population for self-government. Also of concern was the potential of the tyranny of the masses depriving the wealthy of their property.

The American Revolution was a matter of pursuit of justice. The key was unalienable rights to life liberty and pursuit of happiness. It was an experiment in shifting control from a despotic king to the colonists, with a self-organizing approach. The self-organized approach provided a claim of sovereignty for each of the thirteen states, the former colonies. However, what started as a federation evolved to become a federation in the form of as a constitutional republic, or constitutional democracy, depending upon how you want to define the *United [sic] States of America*.

The Constitution provided for a bicameral legislature. The House of Representatives was to be elected by voters who were white, of age, and owned property. The Senate was structured with two representatives for each of the thirteen sovereign states, to be selected by the state legislatures. American history can be viewed as episodes for power control through manipulation of the system, but with shifting interests as to the internal priorities. However, like other animal species, the organization for territorial control is what sovereignty is about.

Dynasties and empires have risen and fallen. Territorial protection has been a problem through the ages. What we are facing today is that although we have the strongest military force in the history of mankind, the danger of our freedom as individuals and society is arising from the internal divisiveness, rather than external control by physical forces. Although, we should not underestimate the impact of the undermining effects of foreign interference.

Thus, a great deal depends upon how effectively we as a nation manage our internal relationships. We have designed a structure for a separation of powers, and processes for fostering a rule of law. But our institutional relationships that evolved with progress over two centuries of time have become undermined by tribalism in which national interests are being subsumed to political interests for control of the system.

John Adams, the second president of the United States, was fearful of credulous voters. He and others wanted the Senate to be composed of men who had the wisdom for protection from what could be a tyranny of the majority. The election of the president is not designed for direct voting by the eligible public, but rather by an electoral college with the number of electors from each state to be the sum of the number of their representatives in the House of Representatives and the number of senators.

The number of representatives in the House of Representatives was based upon population count within the sovereign states. As a matter of negotiation, the Constitution provided that enslaved persons would count as three-fifths of a non-enslaved persons residing in each of the states. The state legislatures determined the

geographical boundaries of the election districts to be determined by a decennial census.

The suffrage structure has been modified by constitutional amendments. The senatorial representation has been shifted to the popular vote from being determined by direct vote by state legislatures. Former President Donald Trump attempted to have some state legislatures override the popular vote in selecting the nation's president in the 2020 elections.

Former President Trump abused his authority as president in his attempt for success. His reelection campaign started the day after his inauguration. He took actions that place personal and political interests above the interests of the nation as a whole. He will go down in history as a major contender for the worst president in the history of the United States. In some measure, this will be because of the credulity of many of his followers. The failure to understand the nature of a free society, and the responsibilities for citizenship is cancerous to the system. The lack of morality in leadership undermines the viability of our American Democracy.

His actions have caused some Republican leadership and many Republicans to vote for the opposition party because they feared that his reelection would take us further on the road towards an autocracy. The battle for control of the political system has not been pristine, but until the presidency of Donald Trump, there was no question of a peaceful transfer of presidential power.

The level of consciousness of the Trumpian supporters encompasses a lack of awareness that is a serious threat to the future of our democracy. They are being led towards a populism that would take us to an autocracy if the past and what Donald Trump has been pursuing continues long enough. It is unclear whether or not he will be a presidential candidate in the 2024 elections.

Values in Our Democracy. Values in our democracy are diverse; and that is a strength. Values in our democracy have a commonality; and that is a strength. Sometimes they are in conflict. Sometimes the approach to resolution is a strength; and sometimes it endangers the survival of our democracy.

In order to understand the difference in approaches to the resolution, it is useful to understand the nature of value, the role of being realistic, and the potential of vision and design.

By happenstance, on the day this subsection portion was being drafted (December 11, 2020), *The New York Times* front page had two stories using the phrase “out of control,” relative to the pandemic. The first is titled “Record U.S. Deaths Creates a Wave of Destruction: Daily Toll Tops 3000 Experts Warn More Worst Is to Come” (authored by Sarah Mervosh, Giulia McDonnell Nieto del Rio and Neil MacFarquhar). The second is titled “Pfizer’s Vaccine Clears A Big Step Toward Approval: F.D.A. Authorization Is Expected Soon, as Caseloads Continue to Soar” (authored by Katie Thomas, Noah Welland and Sharon LaFraniere).

From the first article cited, the excerpted key phrase and sentence that followed are “...Becoming part of a grim cascade of Americans who have died from the coronavirus as it rages out of control. More than 3,000 deaths reported on Wednesday the first time since the pandemic began.” From the second article cited, the authors quote a senior officer of Pfizer as follows: “With the high efficacy and good safety profile shown for our vaccine, and the pandemic essentially out of control, vaccine introduction is in urgent need.”

The nature of the value is that value represents a relationship of what one would give up in order to acquire or retain something already possessed. Knowledge plays a significant role in making the choices of what one values. The first part of the paragraph excerpted from Chris Rohmann book, *A World of Ideas: A Dictionary of Important Theories, Concepts, Beliefs, and Thinkers*, is as follows:

To Socrates, knowledge and virtue were identical. When one has knowledge one acts wisely and thus virtuously; evil acts are committed only from ignorance. The highest state of arete, or excellence, a moral knowledge that sees clearly the best of actions and the situation. The way to arete is self-knowledge: as Socrates says in the *Apology*, “The unexamined life is not worth living.”

Diversity is a value. It is essential in nature for plant life, and in economics for enhanced productivity through specialization. In our society, diversity is a great asset for enhancing the quality of life in a free society through pluralism, the existence of different sets of values, all of merit. That is part of the essence of our free society designed for protection against tyranny.

Although great strength for our society comes from diversity, it is the commonality of values that serve to protect the diversity from external and internal threats to our freedoms. The simple truth is that our social contract creates societal value in the form of social capital. It is a resource that enables us to function with trust based upon truth. It goes beyond protecting our territory from external forces, it provides us with a rule of law designed to facilitate our pursuit of justice.

Our concern here is with the approach to resolution. The out-of-control pandemic is a case of failure; not only of our former leadership, but also of ourselves in dealing with the reality of understanding what it takes to keep our system in balance. The analogy we use, particularly in the third book of the trilogy, is that an understanding of *hemostasis* in human biology facilitates understanding the same self-correcting systems in our society. They start with individual behavior, and operate through representation.

At issue now, is the integrity of the elected representatives, especially the United States Senate. We had a clue in the trial of President Donald Trump in the first impeachment case when the Senate would not permit witness testimony. Of particular concern was of a witness who had firsthand knowledge not previously available. We had additional clues after January 6, 2021.

We then had another case in which there was a potential for elected Republican representatives to violate the spirit of their oath of office, and thereby disavow democracy. In accordance with the Electoral Count Act of 1887, along with some modifications, on January 6, 2021, the United States Congress met to confirm the results of the 2020 presidential election. The Vice President of the United States, Mike Pence, presided, and stayed true to his constitutional responsibility. The then president, Donald Trump, had pressured the vice president to refer the results to the state

legislatures so that they could override the election results from the voters' choices. The vice president refused based upon it not being constitutional. When the mob invaded the Capitol building to disrupt the proceedings, some of the insurrectionists were out to hang Vice President Mike Pence.

A week later, the House of Representatives impeached President Donald John Trump for the second time, but again the Senate did not convict. The then Majority Leader, Mitch McConnell, after not voting to impeach, followed the Senate voting with a statement attributing the invasion of the Capitol building, and the interruption of the processes, with blame on Donald Trump. Since the then Majority Leader, Senator McConnell, has been viciously criticized by Donald Trump. The former president still appears to be Republican Party leader. And, the party's future is uncertain.

Make no mistake! The survival of American Democracy is being tested by an autocrat, and elected representatives, who have capitalized on what has been emerging in the Republican Party for decades. It may well be that the Republican Party would like to be rid of Donald Trump, but retain his supporters. In any case, the challenges facing the administration of President Joe Biden are greater than they would otherwise be because of the attempts of Donald Trump to produce a coup d'état without military force, but rather by perversion of the law and gaming of the system.

The challenge before you is to decide, do you want to live in a free society? If you do, then you would be wise to take the advice of Socrates as a start to making your choices as to your behavior impacting the future of American Democracy, and your quality of life.

Some Elements of Design

You and your behavior are among the most fundamental elements in the development of the design that will affect your quality of life as a result of the impact of the multitude of crises facing our nation. It may not be obvious to you that the most critical elements hinge on the balance self-interest and community interest in the homeostatic process in which your mind and body self-adjusts to

the changing environment, including the mind and body of our nation, as it adjusts.

More Than a Couple of Problems. There are more than a couple of problems in developing a homeostatic process both with the inner-self as an individual and the outer-self as part of the community at all levels ranging from the local community, to the nation as a whole, and globally.

The adjustment of the mind and body of our nation is incredibly complex. It adjusts to its environment of a changing global situation, but also to the social, physical, and business technologies that influenced the organs in its body, just as your body adjusts to its organs that include the brain, heart, and stomach.

The design of the political structure utilizes the separation of powers in order to avoid tyranny. It is the most obvious element for our societal design. The United States Constitution is the foundation of that structure. It has had some alterations through amendments as the societal structure has evolved over more than two and one-quarter centuries.

There is a co-evolution of the voting population of the nation and the political structure. Science has led us to a better understanding of how the system works. Essentially, the processes generate emergent characteristics in structure, and the impact of the changing structure on the environment affects the choices made by the agents in the system. The agents include the voters and their representatives, as well as a myriad of institutions.

On Monday, December 14, 2020, the Electoral College announced the results the 2020 presidential election. That was a major step in dealing with a threat to the survival of American Democracy, but the threat has not gone away. It was a battle for resiliency, but the challenge still exists; and it will frustrate the new administration's efforts at restoring a unity of common purpose. That unity is a free society that continues to be under challenge, more from internal forces than from external forces, even though the external threats are substantial.

The out-of-control COVID-19 pandemic is on the way to being constrained by the availability, and use of, vaccines developed in

a historical short period of time. The shipments also started on Monday, December 14, 2020. The prioritization of distribution starts with the frontline health workers who are at exceptional risks serving to help those infected with the COVID-19 virus, and the elderly residing in healthcare communities where exposure is substantial, and the consequence of infection deadly.

As a practical matter the rise in infections and death rates continued to rise during the first 100 days of the new administration. The federal government has an important, but limited role, in dealing with the pandemic. Major responsibility rests with the states, but the virus has no respect for territorial boundaries. In the appendix, *Strategic Guidance Towards Improving Outcomes*, the opening paragraph of the section titled *Restructuring for a New Age*, is as follows:

Governmental control in the wearing of masks as protection from the spreading of the virus in the United States is divided. The federal government is limited, as reflected in President Biden's first executive order (January 20, 2021). That Executive Order requires masks on federal property for his first 100 days in office. The individual states have the authority for mask requirements on private property.

As yet, it is uncertain whether or not those persons who are immunized by vaccines could spread the contagion. The assumption of developing immunity through widespread vaccination has yet to be proven. In any case, it is likely to take until the summertime for everyone who wants to be immunized to be able to complete the two-shot series.

A major part of the problem in the spread of the virus has been the individual behavior; the failure to observe the basics of frequent hand washings, mask wearing, and social distancing. It is clear, however, that a national strategy for containment has emerged under the direction of new leadership, with an administration by well-qualified leadership in a broad range of governmental activities. The shifts of leadership are to people who are committed to the public interest rather than to special interest groups that are willing

to undermine democracy in order for personal benefits. Many of the outgoing leaders of the Trump administration were not focused on the public interest. The shift in national leadership has made a significant difference by improving the quality of life experienced by the general public.

A Sense of Place in Relationships. A sense of place, and an understanding of relationships, may be viewed as the foundation for self-selection of one's role in society. That selection varies by culture and within cultures over time.

The key in the evolutionary process that is likely to emerge is going to be heavily dependent upon development of trust. Your personal experiences, and the personal experiences of many other people, will provide an opportunity to deal with diversity in solving problems at the local level. Just as diversity in the economic arena utilizes specialization to increase productivity, so in the societal arena, the diversity facilitates selection and magnification in relationships that foster the common good.

The development and dissemination of technology to facilitate dealing with emergent problems, especially as was the case of the current pandemic, makes a significant difference. There is no silver bullet; rather, there is a need for cooperative efforts to deal with the issues. Choices that were made by the public in not wearing masks, and not maintaining social distances, severely added to the problem. Misinformation by the American president in 2020 led to more than hundreds of thousands of premature deaths because some people's trust in the president was misplaced. President Trump admitted he had information on COVID-19 that he misrepresented.

Trust has to be earned. Trust is heavily dependent upon truth. Science is a route to enhancing an understanding of reality. It is time to start rebuilding trust in government, and local government is a place to start. This is leading to a discussion in the third booklet focused on structural changes involved in the recovery from the pandemic and recession, and fostering an essential co-evolution in our democracy.

There are differences in opinion as to the appropriate role of government. However, many issues may be framed so as to be

placed where the common good has sufficient value so as to enable compromises on differences in opinion. The first round of governmental aid to those impacted by the virus was an astounding accomplishment in funding. It was disappointing in administration because the benefits were not appropriately allocated resulting in small businesses getting short shrift. The distribution of funds was managed by banks, and they gave preferential treatment to their clients as compared to the small businesses for whom the bulk of the aid was intended.

The legislators need to be held accountable. That is your role! Many of you have been misled because you have responded to the exploitation of your feelings without your reasoned consideration of outcomes from your choices and actions. This is an educational endeavor, and is applicable to holding legislators accountable irrespective of political party.

The Role of Business Enterprises. The role of business enterprises is critical to the quality of life of the American public. That role is to perform the production and distribution of goods and services. Performance of that role requires that a governmental authority grants permission to a business enterprise to exist. Governmental authorities also have regulatory authority that can range widely depending upon their institutional arrangements.

The business enterprise has many relationships beyond government that permits it to exist. The stakeholders include the owners, managers, employees, suppliers, customers, and the communities in which they do business. Capitalism as an institutional arrangement has the capability of producing great wealth. The system, however, has operated as though making profits is the role of the enterprise, when the reality is that profits are a major incentive and the discipline of competition impacts those profits.

The major discipline, aside from the internal self-discipline, is supposed to be in the market. It is also within the role of government to provide protections to the public. Unfortunately, the regulated industries have manipulated governmental control for their own purposes. The results of the operations have in the aggregate produced great wealth, but its distribution has been concentrated

in an increasingly smaller proportion of the population through a manipulation of the regulatory systems. Reciprocity within the system has failed to meet any reasonable tests of equity.

The cost of externalities upon which business enterprise relies are only partially reimbursed in a variety of forms. The environmental damage becomes a public expense as with the climate change. The competition that is supposed to provide market discipline is not doing what is supposed to do. In some cases, relatively small innovative enterprises have been driven out of business by unfair business practices. In other cases, small innovative enterprises have been acquired so as to reduce competition. The vast majority of the workforce, supposedly in the middle class, have not shared equitably in the productivity gains of the enterprise. The vast majority of the workforce has not improved their standard of living, while the top management and the ownership has been free to manipulate the system for the benefits of increasing their personal concentration of wealth.

The Republican Party was founded in the era of President Abraham Lincoln. It flourished for about a decade with a pursuit of equality of rights and rewards of hard work. The Republican Party leadership shifted to those protecting their wealth at the expense of the erosion of the equality of rights. The Republican Party went through another pursuit of equality of rights under the leadership of President Theodore Roosevelt. That too faded after a while. The Republican Party then pursued those equality of opportunities under the presidential leadership of President Dwight David Eisenhower. In time, we may reasonably expect that the Republican Party will again have a leader pursuing the equality of rights articulated in the Declaration of Independence. We don't have that now.

What we have is a Republican Party that is approaching, if not already embedded in another Republican Revolution. The discussion of the previous paragraph focused on the first hundred years of the Republican Party. An essay focused on the last fifty years is titled "[The Fourth Republican Revolution.](#)"

An abridged version is embedded in a related essay titled "[Our Democracy Is Destroying Itself.](#)"

American Democracy requires a minimum of a two-party system in order for the public to be able to share a control over its representatives. Unfortunately, recent decades have been led by an effort of the Republican Party to move toward a single-party system. Our democracy has evolved to be as much a plutocracy as a democracy, and was on the way to an autocracy until the Electoral College confirmed the election results.

During the few weeks between the Electoral College process and the congressional confirmation there was a sorting out of Republican leadership. That process is an ongoing process. Some looked for a last-ditch effort for congressional action to deny the election results of six states as challenged in the lawsuit led by the Texas Attorney General and rejected by the Supreme Court. Three of those Supreme Court judges were appointees of President Trump. Donald Trump has developed skills in the manipulating the legal system for his personal advantage, and has done so as an exploitation of the system. It makes one wonder what his supporters really care about. Fortunately, there are lines that even ideologues and power seekers will not cross.

The power of Donald Trump as a demagogue has pushed many power seekers and even ideologues to their limits. Some without principle, other than personal power, continue to support him. Those comments focus on leadership, one level of the evolution that is going to continue changing the party; a party whose history of almost a century and a half has undergone dramatic changes in leadership and constituencies.

The vast majority of his followers may well fall into the credulous category who have been exploited. There are other followers who do not believe in democracy, and are at the core of the insurrectionists who attacked the Capitol building on January 6 with the intention of disruption of the democratic process at any cost.

Increasingly, some of the Republican leadership is leaving the Trumpian Republican Party, and some of the voters who were supporters of the Grand Old Party, have also left the party. Many split from the Trump-led party in time to vote for the Democratic opposition. Some more additions were earlier during the weeks after the Electoral College votes were

certified. The then President Donald Trump was impeached by the House of Representatives.

The far right has not given up. A number of state legislatures have been passing legislation designed to favor election results for Republicans by making it more difficult for some Democratic voters to vote. Many corporate leaders have openly denounced the legislation proposed legislation that would restrict voting. They've done so based upon democratic principles, without regard to party. They say that the future of democracy is heavily dependent upon fair and free elections. They want to protect our heritage of capitalism.

Protecting Our Heritage of Capitalism. We need a healthy Republican Party blessed with conservative values rooted in the history of conservatism with enough knowledge to understand the reality of market disciplines, and what it takes for a healthy survival of a free society.

As a nation we have lost our global leadership. Donald Trump did not invent the populism that has been spreading. He just capitalized on the trend of the Republican Party in recent decades to become so enamored with their property rights that they have traded off the heritage of The Great Experiment built upon the pursuit of the ideals articulated in the Declaration of Independence. It is time to value health of the nation as a whole, and its function in equality of rights, more than selfish benefits of manipulating the system with cancerous intrusions on the representative nature in our design, especially in actions that will lead to tyranny.

Capitalism as a system proved to be so productive even Communist China has adopted it. It is done so under a single-party system that exercises such control that it can impose on their business organizations the diversity of benefits as they see appropriate. It is a tyrannical regime.

The abuse of human rights, especially with the Uighurs, the Muslim minority concentrated in the northwest region, is doable under a one-party system. The threat of communism, and socialism, has been used as a strawman for domestic policy that fears a redistribution of wealth. What is missing is an understanding of values in which a free society can be a capitalistic society, but it ceases to be a free society when the system is rigged to avoid

equitable reciprocity essential for an environment providing the rights to life, liberty, and the pursuit of happiness.

American business is a key societal institution of our democratic system. Its leadership would do well to protect their freedom to do business by placing the health of the nation in a proper perspective, rather than being solely a vehicle for personal profit. The survival of the Republican Party has been endangered by some of its leadership placing party above country. Fortunately, enough of the party leadership and membership grew from the ranks because the survival of American Democracy was at stake.

Although the previous administration took some action in constraining the actions of the big four in information technology, it is uncertain how much Donald Trump's personal interests was driving it, and how much was for the public's interest. The European Union is taking action in regulation, but that is clearly focused on the public interest.

We will see what happens with the next Republican Revolution in restoring the ideals that led to its founding, if it survives. The evolution of the Republican Party has been plagued with tension between the pursuit of the equality of opportunity rooted in the Declaration of Independence (with shortfall impact felt by Abraham Lincoln's own family experiences) and by the focus on protection of property rights.

The protection of property rights was rooted in people being owned by other people, as property. The nature of the property evolved over time. Ownership of land was followed by ownership of industrial enterprises. After the Industrial Revolution, the Information Revolution, again with great concentrations of wealth, became a control of property issue. The strawman has been communism and socialism; but the fear has been for a redistribution of wealth.

The shortfall in understanding the conditions under which a capitalistic structure can serve the ideals articulated the Declaration of Independence has become cancerous to the survival of democracy. It is either that idea or a lack of understanding, or as a conscious choice of selfish interests through exploitation of others.

The Edmund Burke conception of conservatism in the Enlightenment has great merit as a minimax strategy with a great reliance on tradition. As a Brit he had great concern about the risk of tyranny of the masses, and it turned out to be right in the case of the French Revolution. Fortunately, the American Revolution led to The Great Experiment, a middle-ground protected from tyranny, presumably from both of a hierarchal structure and the control of the masses with a bicameral legislature.

An Evolution Design for Our Economy. Our economy, as an evolutionary system, is critical to restoring our nation's pursuit of the ideals articulated in the Declaration of Independence. The tension between the pursuit of the equality of opportunity rooted in the Declaration of Independence and the protection of property as provided by the Constitution has been impacted by the conservative vision.

George F. Will, a Pulitzer prize-winning columnist, who left the Republican Party after four decades, apparently in protest of the leadership results from Donald Trump, in his 2019 book, *The Conservative Sensibility*, wrote a chapter titled "CULTURE AND OPPORTUNITY: THE SCISSORS THAT SHREDED OLD CONVICTIONS. He opened the chapter (on page 299) with an epigraph as follows:

The central conservative truth is that it is culture, not politics, that determines success of a society. The central liberal truth is that politics can change a culture and save it from itself.

Daniel Patrick Moynihan

When Ben Sasse, the Republican senator from Nebraska, made his opening comments in 2015 as a newly-elected senator, he rose from the desk that he requested, that used by Senator Moynihan (a Democrat from New York) from 1977-2001 and former professor of history at Harvard. Senator Sasse was reelected in 2020, and also had the benefit of substantial academic credentials including a Yale University Ph.D. in History.

The evolution of American culture is not only a political phenomenon, it is heavily an economic process that produces the wealth affecting the quality of life of the inhabitants in any political economy, but especially one heavily reliant on market-mechanisms.

IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?

CHAPTER 1 - RECOGNITION OF REALITY

Our Freedom is Being Internally Challenged

Your Freedom

Dependence On a Sovereign State. Your freedom is heavily dependent upon the sovereign state in which you reside. The power of that state is what protects you from foreign forces, and sets the regulations within which you may pursue your interests.

As to protection from foreign forces, this booklet has an appendix that discusses the 9/11 terrorist attack two decades ago that killed almost three-thousand people and provided substantial damage in New York City and Washington D.C. That [appendix](#) has a chapter, *If We Knew Then, What We Know Now*, with a section, *The Terrorism Wake-Up Call*, that starts off as follows:

The Foreign Terrorism on 9/11. The Foreign Terrorism on September 11, 2001 took almost three-thousand American [page 49] lives with significant destruction of property in New York and Washington. It was a wake-up call. Within a few days the then President George W. Bush issued an ultimatum to the Taliban regarding access to the perpetrator, a terrorist group called al Qaeda, led by Osama bin Laden. The response was unacceptable, and shortly thereafter the United States, supplemented by military support of NATO, under Article 5, invaded Afghanistan and took control of the country.

As to regulations within which you may pursue your interests, that appendix also has substantial discussion as to the regulations within which you may pursue your interests. As a start, you may wish to consider some [excerpts from the chapter](#), *The Pandemic as a Foundational Example*. The concluding section is structured as follows:

Understanding Societal Structure and Process

Scale and Control

Political Structure

Leadership and Human Behavior

Excerpts from the *Scale and Control* sub-section include the following:

...**In this section we are focused on societal structure and process dealing with the protection from the contagion...**

...Our political structure was not designed for maximization of control for containment of pandemics. Rather it was designed to avoid tyranny. It is a great challenge to get a balance of concentration of power between the role of government under law, and the voluntary compliance for the common good. This takes us to the issue of human behavior.

Excerpts from the *Political Structure* sub-section include the following:

The design was to avoid the concentration of power that would facilitate transformation into a tyrannical regime. The Constitution provided federal authority only to the extent delegated by the sovereign states. It was the first ten amendments, protecting the rights of individuals, that is designed to reflect the individual rights claimed in the Declaration of Independence, to life, liberty, and the pursuit of happiness...

...The suppression of voting at the state level is being revitalized by Republican-led legislation in some states utilizing a tribal mentality in opposition to fair representation in state and federal levels because it is ***as one politician put it, the politics “is a zero-sum game.”*** [Emphasis added.]

Legislation emanating from the House of Representatives, designed to foster fair representation, is not likely to get sufficient support of the Senate for passage. There is some genuine concern as to whether or not the Trumpian Republicans really want a democracy; or do they just want power so as to pursue their own political and personal

interests? This reflects a serious concern as to the future of *The Great Experiment*, American Democracy.

Excerpts from the *Leadership and Human Behavior* sub-section include the following:

In the first year of America's pandemic there were over 500,000 lives lost from COVID-19, the vast majority of which could have been saved by better leadership at federal and state levels, and by human behavior that dealt better with reality. One may argue that Donald Trump was not only unqualified for the responsibilities of the presidency, but that his decision-making, while president, was focused on his being reelected, rather than being focused on the welfare of the nation....

...In its first century, the Republican Party started with its leadership seeking equality of opportunity in competition to protection of property. It didn't take long to shift towards the protection of property...

The Nature of Liberty. Although, as noted in this chapter's opening sentence, "your freedom is heavily dependent upon the sovereign state in which you reside," it should be also noted that, so is your liberty. "Understanding liberty is part of understanding life. Within the niche and hierarchy there are constraints protecting the liberty of others. That has been called negative liberty. It is in contrast to positive liberty which is having the opportunity and resources to pursue flourishing. Plants cannot flourish in barren land." That paragraph is excerpted from the [Unity Counts](#) file on the [Motivated Learner Platform](#). It starts on page 14 of the Unity Counts file.

The excerpted block runs for almost four pages. That block is drawn from the fourth chapter, Harnessing Complexity in the Twenty-First Century, of the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. What follows is a selection of excerpts from that chapter starting on page 113 under the heading of Three Levels of Meeting Problems.

Three Levels of Meeting Problems

In order to avoid a failure of American Democracy, we may consider three levels of meeting problems. The three levels of meeting problems may be categorized as a curative approach, preventive approach, and perfective approach. . . .

The starting point is that key sentence of the Declaration of Independence, “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.” That was the marker for America’s first revolution... Our discussion started with the merits of diversity of individuals and moved on to recirculation. The strategy placed before you now progresses to niche and hierarchy.

Niche and Hierarchy. We now turn to the third of the four general properties discussed by Holland, niche and hierarchy. These are building blocks in the structure of the system. The niche for the individual may be viewed as a sense of place for the individual among a network of others within the boundaries of the cell or organ in the biology of society.^{xxxiv} That cell or organ is a building block in the complex adaptive system of American Democracy.

It is within that niche and hierarchal structure of American society, and beyond, that the individual functions in her or his life, which needs to be understood; liberty also needs to be understood. Understanding both life and liberty contributes to the fruitful pursuit of happiness.

Understanding life is no simple matter. One approach is a liberal education going back at least to the ancient Greek philosophers. Another approach starts with planting a garden and learning what it takes for a growing thing to flourish...

Understanding liberty is part of understanding life. Within the niche and hierarchy there are constraints protecting the liberty of others. That has been called negative liberty. It is in contrast to positive liberty which is having the opportunity and resources to pursue flourishing. Plants cannot flourish in barren land. [Emphasis added.]

As a preview, here is the next paragraph after the sentence “Plants cannot flourish in barren land.”

The discussion of diversity and recirculation set the stage for understanding the interdependence of life within the niche and hierarchy of an anthropological system. Within that context, there is a right to the pursuit of happiness. That pursuit is for an individual to flourish.

That right to pursuit of happiness is not an unfettered liberty...

Although your freedom has legal protections, your quality of life is heavily impacted by a wide range of variables including whom you trust and the changing environment. It operates in the context of the balance between the power of the state and the power of the populace to discipline the state with the peaceful transfer of power.

The operation of the system depends upon the pursuit of justice for all based upon the rule of law. There are various designs for system to facilitate the process and structure. They vary with the values being pursued. We shall return to this in the third chapter.

The Endangerment of Liberty. That concept, “the balance between the power of the state and the power of the populace to discipline the state,” is critical to understand the survival of liberty. A comprehensive presentation of that point is made by Daron Acemoglu and James A. Robinson in their book, *The Narrow Corridor: States, Societies, and the Fate of Liberty* (2019). The penultimate paragraph on the flyleaf of the Penguin Press edition is as follows:

Yet this struggle [between state and society] also underscores the fragile nature of liberty. It is built on a precarious balance between state and society, between economics, political, and social elites and citizens, between institutions and norms. One side of the balance grows too strong, and has often happened in history, liberty begins

to wane. Liberty needs the vigilant mobilization of society. But it also needs state institutions to consistently reinvent themselves to meet new economic and social changes that can expunge liberty.”

Considering the excerpt from the second page of the opening section of this chapter. It is as follows:

The suppression of voting at the state level is being revitalized by Republican-led legislation in some states utilizing a tribal mentality in opposition to fair representation in state and federal levels because it is *as one politician put it, the politics “is a zero-sum game.”* [Emphasis added.]

Although politics may be a zero-sum game in who gets elected, the survival of a free society is not a zero-sum game. It is an emergent property of the political process, including institutions and norms. The destruction of the process in the pursuit of power leads to the erosion of liberty. Liberty does not survive in a one-party system.

The Supreme Court decision that “blocked the decision by a special three-judge Federal District Court ordering the Alabama Legislature to draw a second congressional district in which Black residents constitute a majority” is a clue that your liberty is being eroded. The phrase in quotation marks is followed by the following to complete the paragraph:

“Alabama’s population is 27 percent Black. The state has seven congressional districts. The lower court held that by packing some Black voters into one district and spreading others out over three other districts, the state deleted the Black vote in violation of the Voting Rights Act.”

The quoted material is from a *New York Times* February 10, 2022 opinion piece titled “The Supreme Court Has Crossed the Rubicon.” It is authored by Linda Greenhouse, “the winner of a 1998 Pulitzer Prize, reported on the Supreme Court for *The Times* from 1978 to 2008.”

We shall shortly discuss an evolutionary perspective that discusses the trials and tribulations in the battles for balance between the

power of the state and the power of society. Power is not enough for establishing liberty; the price for liberty includes behavior, with a foundation of understanding and caring. Force is not sufficient.

Force Is Not Sufficient

Although our Declaration of Independence claims unalienable rights to life liberty and the pursuit of happiness, we live in a world in which others, domestic and foreign, want to control our lives and property. Obviously, we are acquainted with a long history of the use of force by others to exercise that control, and by the use of power by the defenders to protect their lives and property.

A nodding acquaintance of history is insufficient for the self-organization of society for the protection of one's self and, whatever rights are claimed. Anyone who believes that one person alone can defend themselves without a societal structure is delusional. Not only can a single person be easily outnumbered and overpowered, tribes and nations are at risk depending upon their self-organization and the organization of potential opposition.

The United States of America, the most powerful nation in the history of the world, has recently withdrawn from Afghanistan after its longest war, a twenty-year debacle based upon the assumption that force would, even in the absence of other structural characteristics, prevail in controlling the interests of democracy. The war was started as a retaliation to terrorists, al Qaeda. That terrorist organization was responsible for killing almost three-thousand Americans in terrorist attacks in New York and Washington, D.C. It took only a few days to stem the threat of the terrorist group, although it took a decade to track down and kill its leader, Osama bin Laden.

A strategic error was made by the United States when it predicated its long-term stay in Afghanistan on a paradigm that operated without sufficient knowledge of the cultures in Afghanistan, and the feasibility of a democratic process for a diversity of cultures that do not accept pluralism. It is ironic that a deficiency in the democratic process of the invading force resulted in the election of a president of the United States who didn't understand enough about requirements for democracy to take a pluralistic approach.

Appendix A - Strategic Guidance Towards Improving Outcomes contains a section about Afghanistan and terrorism. It is located in chapter three or five depending upon the version of the appendix. It notes that the Taliban was excluded from participation in the Bonn conference that organized the interim government of Afghanistan.

The Addendum contains an excerpt from Appendix 1 E - *The Integrity of American Democracy Undermined* that discusses the Republicans stopping a recount of ballots that were excluded from the official tally unquestionable rounds.

This is especially significant at this time because the Trumpian Republicans are organizing the electoral system to unfairly deny inclusion of eligible voters.

Self-Organization. The idea of self-organization for the common interest was the first step in the creation of *The Great American Experiment*. The thirteen colonies, having been denied justice under the tyranny of King George III, self-organized into a confederation. It took about a decade to transform that organization into a federation, the united [sic] States of America.

That *Great Experiment* made progress towards the ideals articulated in the Declaration of Independence, but not without problems. Then in the last half-century, the pluralism began to erode. It then reached a point in which on January 6, 2021, the Capitol building, while holding a joint session of Congress, was attacked with the intention of overriding the constitutional process of the legislative branch of Congress in the next step for the peaceful transfer of power. The attack was based upon unfounded claims of a *stolen election*, also known as the *BIG LIE*. That attack is part of what is threatening the survival of American Democracy.

Social Capital. Social capital is a form of self-organization based upon norms rather than codified legislation specifying rules and regulations. It is a form of capital that is heavily dependent upon truth and trust in the behavior of the populace.

The second chapter, *The Paradigm Used*, of the trilogy's first book, *Common Sense Revisited America's Third Revolution* contains about a page that is reproduced here. It, excluding the end notes, is as follows:

Application of the Concepts in the Twenty-First Century

The social capital concept is used by Francis Fukuyama in his 1999 book *The Great Disruption: Human Nature and the Reconstitution of Human Order*. In it, social capital is defined as “a set of informal values or norms shared among members of a group that permits cooperation among them [p. 16].” Two pages earlier, he notes the following:

“Indeed, social scientists have recently begun to refer to a stock of societies’ shared values as social capital. Like physical capital (land, buildings, machines) and human capital (the skills and knowledge we carry around in our heads), social capital produces wealth and is therefore of economic value to a national economy. It is also a prerequisite for all forms of group endeavor that take place in our society...”

That quotation is in a paragraph that followed a discussion of how both the Left and the Right wanted to “free the individual from restrictive rules.”

For the Left it was a variety of traditional values; for the Right it was limitation on what they could do with their property. The paragraph from which the excerpt was taken started off as follows:

“As people soon discovered, there were serious problems with a culture of unbridled individualism, where the breaking of rules becomes, in a sense, the only remaining rule. The first had to do with the fact that moral values and social rules are not simply arbitrary constraints on individual choice; rather, they are precondition for any type of cooperative

enterprise.” [The second serious problem is noted in the box that follows.]

The second problem with a culture of intense individualism is that it ends up being bereft of community. A community is not formed every time a group of people happens to interact with each other; true communities are bound together by values, norms, and experiences shared among their members [pages 14-15]

Over the last two decades, or even longer, there has been a substantial erosion of social capital. For a long-range context, there are two additional Fukuyama books are highly recommend. The first is *The Origins of Political Order: Prehuman Times to The French Revolution* (2011). The Second is *Political Order and Political Decay: From the Industrial Revolution to the Globalization of Democracies* (2014).

Erosion of Unity

In the era of the Great Depression of the 1930s there was a great unity in America because of the common disaster of the economy. It was followed by World War II in which there was great unity for the common defense. What has been just described in the discussion of social capital is erosion of unity with a divergence of values and lifestyles that goes beyond pluralism.

The Great American Experiment is an experiment in pluralism facilitating the pursuit of inalienable rights, especially with the equality of opportunity. It started with shortfalls in suffrage, not only by race, but also by gender. However, there was sufficient unity for the common good, like a reasonable balance between the power of the federal government and the populace to pursue the common good.

We will get to discussions of imbalances that emerged and were adjusted, especially after the Civil War. For the first, we will have a short discussion of some divergence of dimensions, especially the last decade.

Divergence of Dimensions. There has been an increase in divergence in a variety of dimensions of unity over recent decades. What follows are some excerpts from the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. It is from Appendix 1A - Divisiveness in America: The American Democracy on the Road to Dystopia

Divisiveness in America:

The American Democracy on the Road to Dystopia
“...America is coming apart at the seams — not seams of race or ethnicity, but of class.” [p. 13, Murray]
“We are not skilled at balance anymore... ..we have lost our gift for reasoning together.” [p. 5, Dionne]
“...the inequality is cause and consequence of the failure of the political system, and it contributes to the instability of our economic system, which in turn contributes to increased inequality...” [p. xi, Stiglitz]

The first quoted book, *Coming Apart*, by Charles Murray is subtitled *The State of White America, 1960 -2010*. In the discussion of the divergence in core values and behavior, a key chapter is titled “The Selective Collapse of American Community.” The selective part is concentrated in the “new lower class.” The discussion includes the diminished interaction across the social classes. [p. 239] It also includes social and civic disengagement in the lower class as compared to the upper class. All of this is in the context of social capital. [pgs. 240-247]

The social capital concept is relevant to all three quotes and books, all of which were first published in 2012. The commonality of the relevance of social capital is in the functioning of the economy as well as in the functioning of the political system, especially the process of election of representatives.

The second quoted book, *Our Divided Political Heart* by Dionne is subtitled *The Battle for the American Idea in an*

Age of Discontent. It focuses on “...a view that American history is defined by an irrepressible and ongoing tension between two core values: our love for individualism and our reverence for community.” [p. 4] This speaks to balancing values instead of focusing on only one. A system can get out of balance when innovation such as with the Information Revolution through a social network facilitates changing the structure of relationships as with the Arab Spring. Consider the balance between liberty and law. The harsh laws of a dictatorship can provide stability, at least until the revolution. The absence of law, with only freedom, provides chaos. The balance of liberty and law is essential for a democracy. Where that balance resides may be dependent on the effectiveness of the rules of societies, including the unwritten rules in a community that restrains behavior, as well government-imposed regulation.

... The third quoted book, *The Price of Inequality* by Stiglitz, is subtitled *How Today’s Divided Society Endangers Our Future*. Its three themes are: (1) Markets weren’t doing what they were supposed to do; (2) the political system fell short of what it is supposed to do with markets; and (3) the resulting system is simply unfair. The book “explains how the three themes are intimately interlinked: the inequality is cause and consequence of the failure of the political system, and it contributes to the instability of our economic system, which in turn contributes to increased inequality — a viscous downward spiral into which we have descended and from which we can emerge only through concerted policies that I describe below.” [p. xi.]

The Single Party Pursuit. American Democracy, as a proper name for what was designed as a republic, also known as *The Great Experiment*, started with the voting rights limited to white males owning property. The suffrage expanded over time, slowly and with great resistance.

The source of authority from the self-organization of the populace as compared with royalty, religion, or sheer force of a dictator was

a foundational element of *The Great Experiment*. Additionally, the concept of pluralism, a diversity of cultures with a common purpose of liberty within common values for a sovereign state, was the second foundational value of the system.

Over the last hundred years, the discipline by the electorate in voting for the president through political affiliation and an antiquated electoral college system, the longest time for a single party control of the White House, since the three decades of Republican control in the eighteenth century, has been twenty years. It started with Franklin Delano Roosevelt taking office on March 4, 1933 in the depth of the Great Depression. It ended with the expiration of the term of Harry S. Truman on January 20, 1953. Inauguration date was changed with the election of Dwight David Eisenhower. President Eisenhower's Republican Party had both liberal and conservative members.

The next two presidents, John F. Kennedy and Lyndon B. Johnson, Democrats, had a total of eight years, 1961 to 1969. It turns out that starting from the recovery from the Great Depression, and even through the two terms (1953-1961) of President Eisenhower, federal policy had a strong liberal tilt.

This liberal tilt had taken place over more than a third of the century, if you include the Eisenhower term that made a major transformation in America's infrastructure with the Interstate Highway System. President Eisenhower's term was in the midst of the post-World War II growth era that was heavily funded by the federal government, including the G.I. Bill of Rights.

Returning to our opening the discussion of the Nature of liberty (on page 2), we repeat the following in a box.

That concept, “the balance between the power of the state and the power of the populace to discipline the state,” is critical to understand the survival of liberty. A comprehensive presentation of that point is made by Daron Acemoglu and James A. Robinson in their book, *The Narrow Corridor: States, Societies, and the Fate of Liberty* (2019). The

penultimate paragraph on the flyleaf of the Penguin Press edition is as follows:

Yet this struggle [between state and society] also underscores the fragile nature of liberty. It is built on a precarious balance between state and society, between economics, political, and social elites and citizens, between institutions and norms. One side of the balance grows too strong, and has often happened in history, liberty begins to wane. Liberty needs the vigilant mobilization of society. But it also needs state institutions to consistently reinvent themselves to meet new economic and social changes that can expunge liberty.”

What has changed during that century is what Acemoglu and Robinson called structural factors, referring to “...The effects of political, international, economic, and democratic changes...” That is on page 267 in the DEVIL IN THE DETAILS chapter, opening the chapter with *European Diversity*.

Prior to the election of Franklin Delano Roosevelt, with the exception of the eight-year term of Woodrow Wilson (1913 to 1921), the president has been a Republican starting with William McKinley in 1897 and ending with Herbert Hoover on March 4, 1930. The Great Depression emerged during the twelve years of Republican presidents (Warren Harding and Calvin Coolidge), 1921-1933.

What was planned for a later discussion was what happened in the nation’s leadership on the Republicans in the remainder of the century after the Civil War.

The earlier era is discussed in the opening of the third chapter. The point here is that there are at least two clues as to when the Republican Party began its 20th-century quest to change the system to a one-party system.

The first clue provided here is from a book review by Heather Boushey. The quotation from pages 85-86 of the trilogy’s first book, *Common Sense Revisited*, is as follows:

...She wrote “So Buchanan came to a radical conclusion: Majority rule was an economic problem. ‘Despotism,’ he declared in his 1975 book, *The Limits of Liberty*, ‘may be the only organizational alternative to the political structure that we observe.” The reviewer continues in the next paragraph: “Buchanan therefore argued for ‘curbing the appetites of the majority coalitions’ by establishing ironclad rules that would curb their power.”^{xvi}

The endnote, xvi, is on pages 120-121. It is as follows:

^{xvi}Heather Boushey, “Nancy MacLean’s book, *Democracy in Chains: The Deep History of the Radical Right’s Stealth Plan for America*,” *The New York Times* (New York), August 20, 2017. This from Heather Boushey’s comments in reviewing Nancy MacLean’s book, *Democracy in Chains: The Deep History of the Radical Right’s Stealth Plan for America* [*The New York Times* book review of August 20, 2017].

This from Heather Boushey’s comments in reviewing Nancy MacLean’s book, *Democracy in Chains: The Deep History of the Radical Right’s Stealth Plan for America* [*The New York Times* book review of August 20, 2017]. She wrote the following: “With this book MacLean joins the growing chorus of scholars and journalists documenting systematic, organized effort to undermine democracy and change the rules.” She concludes the paragraph by naming several books and then begins the next paragraph with the following sentence: “Power consolidation sometimes seems like a perpetual motion machine, continually widening the gap between those who have power and money and those that don’t.”

Boushey, earlier in the review, wrote “So Buchanan came to a radical conclusion: Majority rule was an economic problem. ‘Despotism,’ he declared in his 1975 book, *The Limits of Liberty*, ‘may be the only organizational alternative to the political structure that we observe.” The reviewer continues

in the next paragraph with "Buchanan therefore argued for 'curbing the appetites of the majority coalitions' by establishing ironclad rules that would curb their power."

We will provide more discussion on the subject, including via the ensuing section, *An Evolutionary Perspective*. However, as an interim measure, what follows is a portion of the opening section of the preface from a platform item, the [Fifth Republican Revolution](#). It is as follows:

Preface for The Fifth Republican Revolution

Living in a free society, is not for free. The price is the responsibility to honor the principles of the constitutional democratic republic that was designed to protect your unalienable rights to life, liberty, and the pursuit of happiness. On January 6, 2021, the third day of infamy in the last one hundred years, domestic terrorists lead a credulous mob to participate as culpable citizens in an insurrection that threatened the basic tenet of a peaceful transfer of power in a political system designed to pursue justice, liberty and justice for all.

The insurrection emerged from the blatantly false claims of a rigged election, by the then President Donald John Trump, using the playbook of tyrants, fostering hate and prejudice. What follows is an excerpted paragraph from the article of impeachment:

On January 6, 2021, pursuant to the 12th Amendment to the Constitution of the United States, the Vice President of the United States, the House of Representatives, and the Senate met at the United States Capitol for a Joint Session of Congress to count the votes of the Electoral College. In the months preceding the Joint Session, President Trump repeatedly issued false statements asserting that the Presidential election results were the product of widespread fraud and should not be accepted by

the American people or certified by State or Federal officials. Shortly before the Joint Session commenced, President Trump, addressed a crowd at the Ellipse in Washington, D.C. There, he reiterated false claims that “we won this election, and we won it by a landslide.” He also willfully made statements that, in context, encouraged — and foreseeably resulted in — lawless action at the Capitol, such as: “if you don’t fight like hell, you’re not going to have a country anymore.” Thus incited by President Trump, members of the crowd he had addressed, in an attempt to, among other objectives, interfere with the Joint Session’s solemn constitutional duty to certify the results of the 2020 Presidential election, unlawfully breached and vandalized the Capitol, injured and killed law enforcement personnel, menaced Members of Congress, the Vice President, and Congressional personnel, and engaged in other violent, deadly, destructive and seditious acts.

Events are unfolding! Our nation needs to return to a bipartisan system in which at least two political parties exist with a peaceful transfer of power; that peaceful transfer of power is seriously threatened by the insurrection January 6, 2021.

This website is in the educational business, not the business of forecasting. That being said, our version of the educational business is understanding the likelihood of outcomes depending upon behavior. In so doing, we are applying nascent disciplines in what we see as a transition to a New Age of Enlightenment.

At Least Two Parties Required. At least two political parties are required to represent society in the quest for balance between elected government and society as a whole. Peaceful transfer of power is an essential element in the process as is the valuing of national interests above the political interests of the individual parties.

Our nation's first president, George Washington, had no political affiliation. John Adams, the second president was a Federalist. The next four presidents, serving a total of almost three decades (1801-1829) were Democratic-Republicans. Then over a couple of decades, there were two Democrats. That was followed by a couple of Whigs, a couple of Democrats, a couple of Whigs, and a couple of Democrats.

The inflection point for the major transition occurred in 1861 with the election of Abraham Lincoln, the first Republican president. That was transformative, not only because of the Civil War that led to three constitutional amendments, but it was an equal opportunity selection that was a major marker for the ideals articulated the Declaration of Independence.

We will be discussing the ensuing four Republican presidents serving from 1869 to 1885 before locations with Democrats return presidential leadership to Republicans in 1897 that lasted until 1933, thirty-six years with only one Democrat, Woodrow Wilson (1913-1921) in that time period.

Be prepared to consider the environmental changes that were taking place as the Republicans dominated the nation's leadership. Then consider again what was just discussed, but summarized as follows:

[The twentieth century concentration of leadership in a single political party started]... with Frank Delano Roosevelt taking office on March 4, 1933 in the depth of the Great Depression. It ended with the expiration of the term of Harry S. Truman on January 20, 1953. ...President Eisenhower's Republican Party had both liberal and conservative members.

The next two presidents Kennedy and Johnson, Democrats, had a total of eight years, 1961 to 1969. It turns out that starting from the recovery from the Great Depression, and even through the two terms (1953-1961) of President Eisenhower, federal policy had a strong liberal tilt.

As we will discuss, after Republican leadership was elected to the White House with Richard Nixon and Gerald Ford in the years of

service (1969-1977), the Democrats led by Jimmy Carter serve a single term (1977-1981) followed by Ronald Reagan and George H. W. Bush (1981 to 1993) then Bill Clinton (1993-2001). That took care of the twentieth century.

Your Freedom Depends on Societal Organization

Whom Do You Trust?

Choices Count. Where you place your trust impacts your choices, and the outcomes. Those outcomes are also heavily dependent upon choices that others make. There is great benefit to you and the others to fairly pursue the common interests. That process leads to the emergence of social capital, an asset upon which productivity is enhanced.

Social capital is essential to common interests. It is under attack through the erosion of norms. That is discussed in the opening paragraph of the chapter, [Saving the Great Experiment, of Appendix A - Strategic Guidance Towards Improving Outcomes.](#)

The Erosion of Norms. Pluralism is critical in dealing with the common interests of a free society. A case in point is that the denial of pluralism has gone beyond the bounds of decency in the pursuit of power; having placed party above country in the pursuit of personal interests in possessing power.

There are legitimate differences in values among segments of our society, and the choices of processes for pursuit of one's interests. The Constitution was designed to prevent the abuse of power by a tyrant, but the system has been gamed undermining the integrity of the system to the extent that the survival of American Democracy is in danger.

“The integrity of American Democracy has been undermined by the pursuit of political power that is at the expense of democratic norms; norms that are not the subject of constitutional constraints.”

The box that follows provides some background to the emergence of a variety of widely quoted poems that would be of some guidance to Republicans who would like to preserve their freedom.

The item posted, “First they came...” By Martin Niemoller was posted by R.T. Smith, who is identified on the posting: “First they came...” by Martin Niemoller - [Shenandoah](#). First they came for the Socialists, and I did not speak out — Because I was not a Socialist. Then they came for the Trade Unionists, and I did not speak out — 74 Because I was not a Trade Unionist. Then they came for the Jews, and I did not speak out — Because I was not a Jew. Then they came for me — and there was no one left to speak for me. R.T. Smith provides the following information about the author. “The author was a Lutheran pastor and theologian born in Germany in 1892. This quotation and many variations of it appeared in his public addresses in the 1930s, and in the 1950s people began to line it out as poetry, which further boosted its popularity.” The structural changes in the Republican Part 73-74

Cheating destroys the system. If you want to live in a free society, you have to rely on others.

Then they came for me.

Building Social Capital

Social capital is produced by the self-organization of the participants when there is a level of trust that generates an asset that enhances productivity. It is a form of social capital emerging from social technologies. The social technologies concept is discussed by Eric D. Beinhocker in his book *The Origin of Wealth: The Radical Remaking of Economics and What It Means for Business and Society* (2006). The Beinhocker book is discussed in an appendix (Divisiveness in America: The American Democracy on The Road to Dystopia) in the trilogy’s first book, *Common Sense Revisited: America’s Third Revolution*. In that appendix it is discussed in the section titled, *Understanding of Structure Based on Inclusion of Nascent Sciences*. The section starts on page 175. The two key paragraph for our discussion on pages 178-179 are as follows:

Social technologies as defined by Beinhocker are “methods and designs for organizing people in pursuit of a goal or goals.” [p. 262.] It is related to the concept of institutions when institutions are defined as “the rules of the game in society,” a definition by Douglass North. [p. 262.] The wealth in an economy, according to a study by William Easterly and Ross Levine, as referred to by Beinhocker, while related to “factors such as the existence of natural resources, the competence of government policies, and the relative sophistication of a country’s Physical Technologies... all mattered to a degree, the most significant factor was the state of a country’s Social Technology. The rule of law, the existence of property rights, a well organized banking system, economic transparency, a lack of corruption, and other social and institutional factors played a far greater role in determining national economic success than did any other category of factors.” [p. 261.]

The social technologies may be viewed as part of a nation’s social capital, its shared values, and part of the nation’s institutional arrangements structured under its laws. It plays its evolutionary role with an interaction of physical technologies. Beinhocker defined “Physical technologies as methods and designs for transforming collections of matter, energy, and information from one state to another in pursuit of a goal or goals.” [p. 262.] He also has a substantial discussion of evolution using a complexity science framework. Now, however, the discussion is switching to a book titled *Sociology and Complexity Science: A New Field of Inquiry*.

It is worthy of note, for a variety of purposes, that the original essay from which the excerpted paragraphs have been taken was written in December 2013 as a presentation to the interest group on books and ideas of ASPEC (Academy of Senior professionals at Eckerd College).

The trilogy’s book, *Common Sense Revisited*, has an additional background excerpt relative to the social capital. It is in the book’s second chapter, The Paradigm Used, in the subsection as follows:

Application of the Concepts in the Twenty-First Century

The social capital concept is used by Francis Fukuyama in his 1999 book *The Great Disruption: Human Nature and the Reconstitution of Human Order*. In it, social capital is defined as “a set of informal values or norms shared among members of a group that permits cooperation among them [p. 16].”^{vi} Two pages earlier, he notes the following:

“Indeed, social scientists have recently begun to refer to a stock of societies’ shared values as social capital. Like physical capital (land, buildings, machines) and human capital (the skills and knowledge we carry around in our heads), social capital produces wealth and is therefore of economic value to a national economy. It is also a prerequisite for all forms of group endeavor that take place in our society...”^{vii}

That quotation is in a paragraph that followed a discussion of how both the Left and the Right wanted to “free the individual from restrictive rules.”

For the Left it was a variety of traditional values; for the Right it was limitation on what they could do with their property. The paragraph from which the excerpt was taken started off as follows:

“As people soon discovered, there were serious problems with a culture of unbridled individualism, where the breaking of rules becomes, in a sense, the only remaining rule. The first had to do with the fact that moral values and social rules are not simply arbitrary constraints on individual choice; rather, they are precondition for any type of cooperative enterprise.” [The second serious problem is noted in the box that follows.]

The second problem with a culture of intense individualism is that it ends up being bereft of community. A community is not formed every time a

group of people happens to interact with each other; true communities are bound together by values, norms, and experiences shared among their members [pages 14-15].

Obviously, the personhood of the Declaration Era Educational Press (DEEP) places great trust in science. Human individuals place in varying degrees of trust in reasoning, even based on science, because sometimes emotion trumps reason. Alternatively stated, information received by human beings is processed relative to expectations and feelings. More on that is discussed in a couple of additional appendices.

In what amounted to a focus group of one, with a millennial experienced in building social capital, the phrases of *medical trauma* and *government trauma* came into the discussion of people choosing not to be vaccinated. The case was made that people whose experience with medical care caused trauma were not simply cases of not being informed, but rather were relying on their experience. The same could be said with regard to regulation. Although it did not come up in the interview, people stopped for driving while black, and officers to stop them, make their choices on additional elements of complexity. The reader may want to refer back to the quotation discussing the Fukuyama presentation on social capital; “For the Left it was a variety of traditional values; for the Right it was limitation on what they could do with their property.”

As to a wrap-up of personal experience impacting choices that may not be the most effective as a path to desired outcomes, consider the following excerpt from Michael Lewis book, *Moneyball* in the context of the chapter, *If We Knew Then, What We Know Now*, of the appendix, *Strategic Guidance Towards Improving Outcomes* as it appears in the chapters first section, *The Paradigm in Action*.

**Lessons Learned or Maybe Not... [The first section]...
The Paradigm in Action**

The paradigm is built upon using the human body as an analogy for dealing with uncertainty in societal issues. The

strategy utilizes a minimax approach. In human biology, the system functions on information and energy.

In the societal analogy it also functions on information and energy; however, for our analyses we need to deal with three stages instead of just two (information and energy). Basically, we are looking at knowledge, analytics, and action.

In the framework we are using, knowledge starts with information; but it must be processed for use. Human beings have numerous sensory sources for information inputs. The sensory system gives clues to expectations and the processing of the inputs is influenced by the expectations that may rely heavily on experience. Consider *Moneyball* by Michael Lewis.

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.

The processing may also be heavily influenced by emotion. Credulous people may be exploited. Consider the risk of the tyranny of the masses. A very fine quote, relevant to the envisioned role of the senators, is from a Virginia DeJohn Anderson’s book review of *The Problem of Democracy*. The reviewer reports that John Adams took the position, around the time of the constitutional convention that “...a new national legislature must have a senate with ‘illustrious’ and well-educated members serving as a counterweight to representatives elected by ‘credulous’ voters.”

It Is Time To Decide

This Is The Then. This is *The Then* of what will be *The Now* of the rest of your life.

In the digital version of this chapter the hyperlink will take the reader to an excerpt from the booklet's appendix, *Strategic Guidance Towards Improving Outcomes*. It is in the chapter titled *If We Knew Then, What We Know Now*.

This booklet's appendix, *Strategic Guidance Towards Improving Outcomes*, has a chapter titled "*If We Knew Then, What We Know Now*." It makes the point that the choices you make, and others make, will impact your quality of life. It does so by discussing two analogous cases illustrating a powerful paradigm dealing with complex adaptive systems.

This section, **It Is Time To Decide**, is the second section of the opening chapter of a booklet that provides an introduction to the Declaration Era Educational Press (DEEP) website. The website contains a range of literature that will help you understand the systemic approach to dealing with entities that are by nature organic systems, physically or sociologically, especially political and economic structures.

As a preview to the chapter titled "*If We Knew Then, What We Know Now*," the box that follows contains excerpts from the sub-section titled "**The Paradigm in Action.**" This website is designed to facilitate your delving as deep as you desire into an array of literature, considering your motivation, but enhancing the productivity of your efforts. So, you can skip the box and move on with the narrative, or read the excerpts, and possibly proceed to the chapter, or whatever. In any case, here is the box:

The Paradigm in Action

The paradigm is built upon using the human body as an analogy for dealing with uncertainty in societal issues. The strategy utilizes a minimax approach.

In human biology, the system functions on information and energy. In the societal analogy it also functions on information and energy; however, for our analyses we need to deal with three stages instead of just two (information and energy). Basically, we are looking at *knowledge*, *analytics*, and *action*. [Emphasis added.]

In the framework we are using, knowledge starts with information; but it must be processed for use. Human beings have numerous sensory sources for information inputs. The sensory system gives clues to expectations and the processing of the inputs is influenced by the expectations that may rely heavily on experience. Consider *Moneyball* by Michael Lewis...

If you liked those paragraphs, you will be interested in a few more. They start on the page that follows the excerpted paragraphs in the box.

Information **may** be accepted at face value, or may be verified, or otherwise exposed to critical thinking. The result of the processing provides knowledge that is credible, or *beliefs that may or may not conform with reality*. In the case of believers in the BIG LIE and associated impacts, including not wearing masks and/or not getting a vaccine for COVID-19, *unnecessary illness or even premature death* has likely resulted for some people. [Emphasis added.]

The behavior that results from the information, however processed, is *heavily impacted by morality*, or the absence thereof. Between the poles of amorality and commitments to moral behavior, even at the expense of one's own life,

there are many stages. *Truth* and *honesty* play a big role in this process, as does the *priority in value systems*. Of particular importance is understanding the *role of government*, and *constitutional protections* and restraints. [Emphasis added.]

The behavior that results emerges from a combination of beliefs as to reality (a quality of knowledge) and morality, is a product of a ranking of priorities of individual objectives. These priorities may be related to clusters of various sizes of groups moving to two critical levels beyond the personal or professional realm. The first is the protection provided by a sovereign state as to one's life and property, as well as a variety of interests. Misunderstandings of the relationship between the self and society, especially the rights and obligations in a free society, is currently endangering American Democracy.

As some readers may have surmised, the appendix utilizes the pandemic as a case study for an analytical approach. This takes us to the next subsection, a summarization of the analytical approach.

The Approach Summarized. The approach is built upon using the human body as an analogy illustrating complex adaptive systems. The analogy is applied to the body of societal structures and to the body of its principal organs; be they political, economic, and/or societal structures. The essence of the system is that operates from *information* and *energy*.

In our analytical system, rather than just *information* and *energy*, we split the process into *three components: knowledge, caring, and action*. The quality of knowledge counts. Scientific developments have improved the quality of knowledge in many dimensions. However, we are focusing on complex adaptive systems in which relationships change as the entities evolve. That change in relationships makes the analytics much more difficult. However, by delving deeper we may get insights into patterns that are helpful to the process of improving outcomes.

What really makes a difference is our priorities as to outcomes, in the short run and the long run. Making the choices is heavily dependent upon feelings, as well is knowledge. A well-known experiment is giving a child a choice of one marshmallow now, or two marshmallows later. Human natures differ providing a range of outcomes depending upon feelings and reasoning in the context of the prevailing environment.

Human behavior of individuals varies among individuals, but also evolves as individuals grow up and mature; and some even achieve wisdom. Behavior also differs among cultures. The things that people care about and prioritize make a significant difference. However, it is quite common for people to make choices with short-term feelings, rather than long-term reasoning. That may provide some short-term comfort, but reasoning to reveal benefits over the long run may be substantially more beneficial.

A great deal depends upon culture. Some cultures are quite restrictive, leaving the individuals without much freedom. Our *Great Experiment of American Democracy* has thrived upon pluralism; an approach in which diversity is an asset facilitating individual growth in understanding, and a cultural growth in quality of life. The subcultures of a pluralistic society may narrow the range of choices for the individual. However, the lessening of restrictions in a free society with the equality of opportunity has fostered individual and community growth.

A great deal depends upon the environment. The current pandemic is providing a stressful environment with a wide range of priorities, and beliefs about outcomes, that are affecting choices. In addition to changing environments, human behavior evolves as the individual grows up to maturity, and perhaps even wisdom. The same applies to societies.

As a side note, one can make the case that Homo sapiens as a species, although possessing advanced technologies far superior to that of other species of life, is somewhere between childhood and adolescence. Consider what we as human beings have done to planet earth.

Also, one can make the case that *The Great Experiment of American Democracy*, providing global leadership in societal development for two centuries, has in the last half-century been setting a poor example for democracy.

In any case, the outcomes are heavily dependent on the choices one makes, as well as the choices that others make. It is the interactions within and among networks that generate the emergent properties providing the characteristics of the outcomes that one may be pursuing, or trying to avoid, because of the nature of the expected outcomes. These are the actions in the *energy model* built upon *knowledge*, *caring*, and *action*.

The outcome upon which we are focusing, is an evolution of behavior that would facilitate our returning to the pursuit of the ideals articulated in the Declaration of Independence. Our concern is that the two centuries of progress made towards the ideals, with setbacks from time to time, has changed the direction in which we are headed. It turns out that our democracy evolved to a plutocracy; and was under the previous administration well on the road to an autocracy.

We are losing some of the two centuries of progress made in the pursuit of the ideals articulated in the Declaration of Independence. It is the survival of American Democracy that is at stake! The current trends are taking America towards an autocracy.

Building an education process that leads to enlightening self-interest is the challenge of our time. Meeting that challenge rests on the ability and willingness of the electorate, and the wisdom and morality of the elected representatives, to properly balance short-term self-interest and longer-term societal interests using the criteria that includes a preservation of the democratic institutional arrangements that enable the freedom implied in the claim of unalienable rights to life, liberty, and the pursuit of happiness. [This contains slight

variations of copy excerpted from chapter 6 of BOOK TWO,
under revision.]

A Nonpartisan Endeavor. This is a nonpartisan endeavor. It is focused on having at least two political parties so that the electorate can exercise the discipline essential for free society.

That discipline is exercised by voting, and has reasonably well resulted in a periodic change of political party at the helm of the legislature and administration. The judicial branch has become the most dangerous branch among the separation of powers. It has become a weaponized branch of government by the Republican Party in the search for power.

The dysfunctionality of the system has increased because some participants have placed political party above the national interest of a free society. Some of this is simply not understanding the system. Some of this is not caring. But there is also the element of an erosion of the morality that has operated with an abuse of norms and a gaming of the system that goes beyond observance of the law.

We need to understand the evolution that has led to undermining free society. A step in that direction learning from the congressional investigation by the Select Committee is to seek the truth about the forces underlying January 6, 2021 on the process of a peaceful transfer of power in the presidential election. That is a work in progress. In the meantime, it will be helpful to understand the evolution of the Republican Party as it has led to becoming a Trumpian Republican Party.

It is time to decide about the future of your country. That calls for knowledge about what is happening, and caring about the outcome. It also calls for action that includes your understanding the choices that you make and those others are making.

So, in order to answer that call for knowledge, return to the discussion of the evolution of reality leading to the threat of survival of *American Democracy, The Great Experiment*.

IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?

CHAPTER 2 - AN EVOLUTIONARY PERSPECTIVE

The Foundation of Our Western Civilization

The Long-Term Context

This opening section of the second chapter, *An Evolutionary Perspective*, is as yet not drafted. Rather, what follows is a series of notes designed to be completed at a later date. There is even a possibility that it will go to press with only the notes. The explanation of that approach is what may be surmised from the very end of the concluding section of this second chapter of the first overview booklet, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*

The First of Two Contenders. The first contender for the foundation of our Western civilization is in the classification of secular thought, rather than religious thought. Edward O. Wilson quotes someone about two great bursts of philosophical thought, each lasting about 150 years.

The Wilson citation of another authority is probably in one of two of Wilson's numerous books; *The Meaning of Human Existence* (2014) or *The Origins of Creativity* (2017). In any case, the first contender for the foundation of Western thought deals with secular thought in contrast to religious thought that emanates from the religions rooted in the Abrahamic Covenant with G.... In the case at hand, it is specifically with the focus on the process of Abraham preparing for the sacrifice of his son, Isaac.

This first contender in secular thought goes back only about two and one-half millennium. It starts with Socrates (c.470-399 B.C.E.) It continues with his student, Plato; and then his student's student, Aristotle (384-322 B.C.E.). Born during Aristotle's lifetime, there was another philosopher, widely misunderstood. It is Epicurus who "...founded in Athens in 306 B.C.E., [the academy] called the *Garden* after the walled enclosure that housed it, [that] was open not only to freemen but to woman and slaves as well [Rohmann on page 117, of *A World of Ideas*]. [The addendum might include a

discussion of Lucretius, the *Scholastics*, and *The Swerve* that led to the *Scientific Revolution*. The trilogy doesn't deal with it; but it would be a significant contribution to understanding the evolution of science.]

The Second of Two Contenders. The other contender for the foundation of Western thought, deals with religious thought. As noted, was "...the process of Abraham preparing for the sacrifice of his son, Isaac." That relates to honoring commitment. That same point was made in the secular behavior of Socrates when he chose not to escape to exile because of the respect for democracy.

Truth and justice are embedded in each of the two contenders for the foundation of our Western civilization. The trilogy does not focus on those developments except it looks at the Enlightenment (also known as the *Age of Reason*) and the Scientific Revolution that had substantial overlap.

The Second Philosophical Burst. The second philosophical burst started with the Scientific Revolution but also overlapped with the Enlightenment. These are discussed in the trilogy; links will be developed when the notes are converted to narrative. At this point however, we can note the work of Spinoza who saw a blending of nature and faith in his two books.

Potential for A New Age of Enlightenment

Diversity Among and Within Species. Diversity among and within species is quite wide. Homo sapiens believing themselves to be at the top of the food chain are getting a wake-up call by the COVID-19 pandemic. Within the diversity of cultures within which individual humans find themselves, there is a wide diversity of ability to deal with the reality of the inability of their societal organization to be able to protect from the threat of a minuscule organism that derives its protein from human beings and other forms of animal life.

By taking a parochial view in the pursuit of brevity, an injustice has been done to the role of the Eastern faiths. The focus, however, is on the evolution of Western thought, when we shortly discuss "how the West became psychologically peculiar and particularly prosperous." That happens to be the

subtitle of Joseph Henrich's book, *THE WEIRDEST PEOPLE IN THE WORLD*.

What we are looking at is how what emerged from the interdisciplinary approach in ancient Athens, and facilitated a significant understanding of truth, knowledge and behavior that facilitated Western development for centuries. It was then followed by the Enlightenment in the Scientific Revolution as a second-rate advancement philosophical thought; but it was short on the humanities. We are looking for work that will take us through a next stage that will improve our choices and outcomes.

The disregard for truth, science, and the norms for respecting the rights of others is an increasing threat to the survival of our freedom. The religious teaching, although observed by some, is abused just as his use of reasoning. Thus, we are in a quest for a third burst of philosophical understanding that would do better for humanity and the rest of the planet.

We are dealing with the planet that is getting a failing grade. We will have more discussion on the benefits of diversity; however, now we turn to what amounts to a book review of the Joseph Henrich book, *THE WEIRDEST PEOPLE IN THE WORLD* (2020).

Psychologically Peculiar West. The opening sentence on the flyleaf explains the use of the word WEIRD, in caps. It is an acronym for Western, Educated, Industrialized, Rich, and Democratic. The second paragraph on the flyleaf of the Henrich book is as follows:

Unlike much of the world today, and most of the people who have ever lived, weirdest people are highly individualistic, self-obsessed, control-oriented, nonconformist, analytical, and trusting of strangers. They focus on themselves — their attributes, accomplishments, and aspirations — over their relationship and social roles.

The flyleaf continues raising the questions of how did it happen. It pursues it in an interdisciplinary process. Of particular interest for our purpose is the point made on page 5. It is as follows: “Culture can and does alter our brains, hormones, and anatomy,

along with our perceptions, motivations, personalities, emotions, and many other aspects of our minds.” Now, fast-forward to chapter 14, *The Dark Matter of History*, where the opening paragraph concludes with the sentence is as follows: “The cultural evolution of psychology is a dark matter that blows behind the scenes throughout our history.

Now, put this together with two other books, the first of which makes the point that “A theme of this book has been that we, as individuals, aren’t just responsible for changing the political system; we are also being changed by it.” That is from page 261 of the Ezra Klein book *Why We’re Polarized* (2020). It is from the concluding chapter, *Managing Polarization-And Ourselves*.

The section is titled *Depolarizing ourselves*. The second paragraph makes a couple of points especially relevant to our quest for cultural evolution that would lead to the subject of Appendix A to this booklet. That appendix is titled [Strategic Guidance Towards Improving Outcomes](#). The paragraph from the Klein book, is as follows:

But there is a difference between polarization and manipulation. There is a difference between using politics for our purposes and being used for the political purposes of others. So I also want to discuss a few ways we can change our relationship to politics that can be both healthier for us and our country: identity mindfulness and rediscovering of rediscovering a politics of place.

The trilogy second book is titled [Perspectives for A Sense of Place: Voter Empowerment](#). The opening chapter, [Restoring Your Rights in American Democracy](#), is linked for your convenience.

The other book, *The Narrow Corridor: States, Societies, and the Fate of Liberty* has already been discussed. It deals with the “precarious balance between state and society, between economics, political, and social elites and citizens, between institutions and norms.”

We are looking at changing our culture. We will come back to that later in this narrative.

The Great American Experiment

The Great Challenges

The Declaration of Independence. Declaring independence, by the colonists of what became thirteen sovereign states, was the first great challenge of what turned out to be known as *The Great American Experiment*. The essence of the challenge was the pursuit of justice.

Arguably, it was a pamphlet by Thomas Paine, *Common Sense*, that triggered or fostered the transformation from a rebellion to a revolution. There was an imbalance of the regulatory power between King George III and the colonists, that the colonists sought to redress. The two most egregious were the taxation without representation, and the overrule of the British Empire of the political policies of the colonies.

The justice being pursued is discussed extensively by Danielle Allen in her book, *Our Declaration: A Reading of The Declaration of Independence in Defense of Equality*. This is discussed in the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. It is in the second chapter, *The Paradigm Used*.

The revolution was a violent confrontation with the British who used some mercenary forces and apparently believed that they held enough to preserve the power over the colonists. The united strength of the colonists, its brilliant leadership, and their commitment to unify, even with the divergence of values, provided an opportunity for pluralism.

The Second Revolution. The second great challenge was the transition from the organization as a confederation to a federation. That is also discussed in the second chapter of the trilogy's first book. The key paragraph is as follows:

The lack of an adequate organizational structure for the effective confederation of sovereign states motivated for our nation's founding fathers to organize what has been called the Second American Revolution, the transformation of the Confederation into the Federation via the Constitution of the United States of America. [Emphasis added.]

The source of information is Joseph J. Ellis's book, *The Quartet: Orchestrating the Second American Revolution, 1783-1789*. In it he wrote "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. xiii]."

The transition from a confederation structure to a federation took about a decade. It was a peaceful transfer of power based upon a constitutional structure with a division of power among three branches of government; legislative, administrative, and judicial.

A bicameral structure was made for the legislative branch as a protection from populism. The presidential election was also structured for protection of states' rights using an electoral college that integrated the plan of the bicameral legislative branch of government.

Provisions for the protection of property included an electorate that consisted of white males of age that also owned property. The first ten amendments to the Constitution, commonly known as the Bill of Rights, provided for protections to the individuals. However, there is no constitutional protection from those owning the power of property from dominating the politics of what a reality was created as a republic with some democratic composition.

The first president, George Washington, had no political affiliation. The second president, John Adams, with a Federalist. The next four presidents, from Thomas Jefferson to John Quincy Adams, were Democratic-Republicans. Those terms spanned twenty-eight years (1801 to 1829). After that, until the time of Lincoln pretty much the presidents rotated between affiliations the Democrats and Whigs.

The Next Great Challenge. The next great challenge is not classified as a revolution; it was a Civil War. The secession from the union had started before Lincoln took office in March 1861 (South Carolina, Mississippi, Florida, Alabama, Georgia, Louisiana, and Texas [see page 26, To Make Men Free]). The nation was then facing a substantial financial problem as well as a rebellion that included the Confederates firing on Fort Sumter in Charleston Harbor. There is a lot more to the nature of this challenge. The readership is referred to the second chapter of the Heather Cox

Richardson book, *To Make Men Free: A History of The Republican Party* (2014).

Another way of looking at this Next Great Challenge is with the paradigm designed to deal with the subtitle of the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. The title, *Common Sense Revisited*, refers the Thomas Paine pamphlet, *Common Sense*, being viewed in terms of disciplines that employ the nascent disciplines of recent decades. This is with models designed for organic systems containing a multitude of nonlinear relationships. This starts with complexity science and moves through network science to a diverse set of disciplines looking at the societal structure of our democracy with economics, politics, and society as organs in the system.

The subtitle, *America's Third Revolution*, was referring to the call for a *Declaration of Reform* as discussed in the trilogy's third book, *American Democracy: The Declaration, Pursuit, and Endangerment*. That declaration was to be designed by a team of experts in diverse disciplines to deal with what was envisioned as part of a process that would include constitutional amendments, but would move forward to a new era that may be described as a New Age of Enlightenment. Some progress was made in that direction with the study released in June 2021, *Our Common Purpose: Reinventing American Democracy for The Twenty-First Century: A Report of The Commission on The Practice of Democratic Citizenship* by The American Academy of Arts and Sciences.

As this is being drafted one year after the assault on the Capitol obstructing the peaceful transfer of power, and before even a preliminary report of the Select Committee of the House of Representatives, it seems clear that there is talk of domestic terrorism recurring, and even the potential of secession of states.

Using the paradigm designed for our contemporary situation, we can approach the Civil War with the identification of some variables that would give us a better understanding of potential outcomes based upon strategic guidance using an organic model. These variables start with the concept of territory, referring to portions of the Earth surface, such as states, a geographical term rather than political.

The second term is *property*; real property and personal property. Comparatively speaking, personal property is easily understood. One may own it and take possession, and although regulated, it is generally free to use by the owner. The big issue in the Civil War was the ownership of slaves. Lincoln was clear on the matter.

The Constitution had accepted the pluralism in which Southern states had slaves as property. However, in the Western expansion, a major issue was whether state governments would permit slavery. The thirteen colonies claimed sovereignty and established by force their rights to control property within that territory.

Real property is substantially different from personal property because its ownership characteristics are substantially different. For one thing, is fixed and location; and that has substantial implications, not present in personal property. All one can own in real property is the right to exclude others; and that relies on the power of government.

Since the colonies became sovereign states, and they collectively decided that a federation was more desirable for the common good of a confederation form by which they delegated authority to the federal government, reserving all of their rights for themselves. The constitutional design was to prevent tyranny in government; it was not designed for control of pandemics. Although, after about a century and a half, and the Great Depression, it evolved to a greater authority for the common good.

One may argue that because it took longer for women suffrage that it took for suffrage without regard to race that in some sense, and in some places, women are still considered property.

You may argue that property, as we shall shortly discuss:

... the Constitution had a flaw that undercut the equality, promised [claimed] in the Declaration of Independence. The nation's fundamental law had not provided any way to prevent the wealthy from taking over the government and using it for their own benefit. One of the families that suffered profoundly from this omission was that a man would come to define the Republican Party: Abraham Lincoln."

That flaw of not preventing "the wealthy from taking over the government and using it for their own benefit" may not

have been considered a flaw at the time considering that being male and a property owner were two key elements in the right to vote. It took a Civil War for amendments to deal with humans as property, about a century; and about another half century for women to have the right to vote. As we shall shortly discuss, it was the Republican Party that provide the most significant shift to equality of opportunity, economically as well as politically; but it lasted for only short spurts with the vast majority of time facilitating the move from the democratic-republic to a hybrid between a plutocracy and democracy.

The Current Crises

The Leading Contenders. The leading contenders for our most critical crises on the pandemic and what may narrowly be called domestic terrorism, or broadly be called the threat to the survival of *American Democracy*, with the word democracy capitalized because we are looking at American Democracy as *The Great Experiment* emerging from the pursuit of justice articulated in the Declaration of Independence, and codified by the Constitution, along with its amendments; both being American revolutions, the first by force and the second by peaceful reorganization from a confederation to a federation.

The contention here is that when the treatise that launched this project was started, about a decade ago, the mission was the pursuit of a *Declaration of Reform* that would deal with the injustices evolving in structure and processed of our political economy, including a series of societal issues. The list is further developed in the last decade and the corrective measures may have to deal with what amounts to domestic terrorism demonstrated on January 6, 2021.

This overview booklet, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?* has an appendix, *Strategic Guidance Towards Improving Outcomes*, that is designed to provide a paradigm used for dealing with the pandemic contender to be applied to the other crises, including to the threat to the survival of our American Democracy.

The Other Crises. The other crises include global warming, a variety of societal inequities, and the institutional failure of equity

in capitalism. Some of this is simply because we do not understand the operation of organic systems; but some deals with morality and operational competence. Another way of looking at it is with the shortfalls in pluralism in which the diversity is a strength of the organic system. This isn't rocket science; it's a lot more difficult because of the nonlinearity of the system.

America's Third Revolution

The Original Expectation. The original expectation of what is now the trilogy's third book, *American Democracy: The Declaration, Pursuit, and Endangerment*, was that the treatise would lead to the assembly of a team with expertise in a diverse set of disciplines so as to blend their knowledge in the design of the revision of structure and process for the pursuit of the ideals articulated the Declaration of Independence. It was using the model that assembled a team of experts that produced the ability of humans from Earth to be able to travel on the moon and explore its nature.

Getting to the moon was a formidable task. However, human beings have made substantial progress over the last few centuries in understanding the physical sciences because of experimental methodology that could identify relationships among variables. As a testimony to the progress, consider the increase in the speed by which human beings can travel as the physical sciences advanced.

The process increased specialization in physical sciences especially physics and chemistry. Delving deeper was facilitated by commonality of principles applied to the disciplines. When it came to blending disciplines, the approach taken to getting to the moon was to bring the specialists together as a team rather than outsourcing for inputs.

The social sciences by way of contrast have suffered from *physics envy* because the methodology is not attuned to organic relationships that change as the systems evolve. The process impacts the structure, and the evolving structure impact the subsequent choices made in the process.

The start is with building upon linear relationships but adding methodologies to deal with uncertainties. The strategic approach of

multiple models, such as that used in weather forecasts, indicates a likelihood range of patent of the storm. The strategic approach may add a minimax analysis that sets the most tolerable path in which the management could minimize the damage. That minimax approach is applicable to investment where the intent is to maximize the gain with the tolerable downside risks. The appendix to this booklet is applying that logic to dealing with the pandemic. Notably, strategies have been shifting because the environmental changes have altered consequences, and the tolerance of the population has also been changing.

It turns out that the social sciences are getting greater attention because of the nature of the crises that are emerging. In regards to the vision that generated the first draft of the three books of the trilogy, by happenstance the work of the *Commission on The Practice of Democratic Citizenship* of the American Academy of Arts and Sciences, released a report in June 2021. That report made substantial progress on what was envisioned for the team to be formed. The discussion of was note in the context of the pursuit of a *New Age of Enlightenment* discussed in the preceding section, The Next Great Challenge.

That discussion of the preceding section that happened to deal with the Civil War could be viewed with the same paradigm. This whole project is about improving the productivity of learning efforts by enhancing the quality of knowledge through blending disciplines, especially with the inclusion of nascent disciplines dealing with complex adaptive systems.

Domestic Terrorism Endangerment. It is within the range of possibility that the current crisis of the survival of American Democracy as a contender with the pandemic as the highest priority, could win the contest of the greater crisis. In that case, the interpretation of *America's Third Revolution* could be one of violence that goes beyond domestic terrorism and is a full-fledged combat to change from a two-party system to a one-party system on the way to an autocracy. That appears to be a potential vision of Donald Trump's pursuit of the BIG LIE.

This educational innovation is still in search of an interdisciplinary approach that will result in an assembly

of leading authorities in a diversity of disciplines so as to better map out a peaceful resolution of the differences among subcultures. We've been undergoing a cultural change; and we will need to continue to do so, but we need to move back towards a pluralistic society if American Democracy is to survive as a free society.

Sheer force has a long history of producing outcomes that were viewed as solutions to the problem. Although it resolved changes in structure, the process of sheer force has arisen again and changed the structure. Consider the historical path for the last few millennia. There has been some progress in which Homo sapiens as a species move beyond the genetic forces that work well in hunting and gathering political economy. Much of this has come about through reasoning. Where the evolution has fallen short is in dealing with the feelings that generates passion and other short-term satisfying results at the expense of pluralistic efforts to generate more desirable long-term results.

We can look at our current issues as crime and punishment and utilize the process of law in ferreting out the source of pursuit of power that is undermining our democracy. That is a necessary step, but not sufficient. In order to deal with the underlying forces, we are looking at a generation of cultural changes back on the pluralistic path. American Democracy was the lead in fostering global democracy. That has faded in recent decades. We are looking at a process in which the evolution usually takes generations, but may be accelerated given the technology that may be developed to expand human cognizance of consequences of choices.

The context of this educational innovation is in the pursuit of a New Age of Enlightenment. Some progress was made in that direction with the study released in June 2021, *Our Common Purpose: Reinventing American Democracy for The Twenty-First Century: A Report of The Commission on The Practice of Democratic Citizenship* by The American Academy of Arts and Sciences. There is a diversity of efforts that we contribute to the mosaic that would represent components of the system that could bond in some fashion to lead to the cultural evolution that would support a New Age of Enlightenment.

America's Third Revolution. *America's Third Revolution* is the subtitle of what we referred to as BOOK ONE of the trilogy. The full title is *Common Sense Revisited: America's Third Revolution*. The *Common Sense* refers to the pamphlet by Thomas Paine published early in 1776, and arguably a significant force in converting a rebellion to a revolution. That is classified as America's Second Revolution.

America's Second Revolution was the peaceful transition from the *Confederation* of the thirteen sovereign states that united in creating the *Articles of Confederation*, the foundation of their Declaration of Independence. That foundation is discussed on page 693 of the Jill Lepore book, *These Truths: A History of The United States* (2018).

Political parties are mixed blessing. They can be a useful vehicle for representation of the interests of the voting public. However, aside from the problem of misuse in order to benefit the political leadership, there is the difficulty of process that is operated by human beings.

Algorithms may produce efficiency, but lack human judgment that readily includes feelings. History sheds a great deal of light on developing strategies to improve outcomes, but it takes more than knowledge; it takes morality and reasoning which involves a caring about long-term outcomes in the institutional arrangements that will impact the resulting quality of life, presumably in the pursuit of the ideals articulated the Declaration of Independence.

We will start with the Republican Party, for reasons that will become obvious; both favorable and unfavorable in assessing its past and considering its future.

The Republican Party

The Grand Old Party Evolution. The Grand Old Party got its name to emphasize its role in preserving the Union during the Civil War. Although it was formed in 1854, it came into power in the time of Abraham Lincoln, when he was elected, and then inaugurated on March 4, 1861.

This evolutionary perspective is oriented to dealing with the current threat to the survival of American Democracy as *The Great Experiment*. We can learn a great deal from the last half of the

nineteenth century in order to better understand the threat to the future of our nation as a free society.

As the reader will note, the battles that were fought in the last half of the nineteenth century shed light on better understanding of what is happening during our most recent half century. The environment we were dealing with at that time was the Western expansion.

The changing environment has a multitude of dimensions, but events are heavily impacted by how the populace feels about how they are being impacted by the changing conditions, and what they are going to do about it, if anything.

The origin of the party, and the selection of the first Republican president, Abraham Lincoln, was related to environment in two dimensions. For Abraham Lincoln, the first dimension was his family's experience in acquiring land in the Western expansion. Lincoln was convinced that there was the denial of equal opportunity for acquiring land in the Western expansion. His feelings about that prepared him for his feelings for the newly formed Republican Party that was also concerned with the equality of opportunity.

In a sense, the reader should consider this evolutionary perspective to be, in part, a book review of the Heather Cox Richardson book, *To Make Men Free: A History of The Republican Party* (2014), and one or more other books. For the Richardson book we will focus on two key chapters relevant to our discussion which is intended to look at the political evolution of our nation in the context of a changing environment.

The story of Lincoln's family starting with his grandfather is a beautiful presentation of the conditions that prevailed in the mid-nineteenth century as they impacted the development of Abraham Lincoln as our nation's most outstanding president, for at least the nineteenth century. The reader is urged to read the entire first chapter, the first part of which presents an understanding of the nature of the environment in the westward expansion in regard to what Abraham Lincoln thought about inequality of opportunity.

Lincoln's concern with the equality opportunity, or lack thereof, relates closely to the newly formed Republican Party that was dedicated to the abolition of slavery. Those two environmental conditions were a profound influence on the transformations

that occurred in the mid-nineteenth and then in the last quarter of the century.

Continuing with the pattern of facilitating the reader choosing how deep to delve, we continue to insert boxes that may be skipped for the line of reasoning, but can facilitate a better understanding, depending on the motivated learner's preferences. The box that follows contains an excerpt from page 12 of the Richardson book.

“Opposition to Slave Power was the dominant theme of the 1856 presidential election. Republicans nominated a prominent Western adventure, John C. Fremont, on a platform that opposed the extension of slavery into the West. Another new party... nominated Miller Fillmore the last Whig president on a platform that opposed both slavery and immigration....

...Ominously for the Democrats, Fremont and Fillmore together polled 400,000 more votes than Buchanan.

We've already started with the first book. It has to do with Richardson's opening chapter, THE WEST IS A LAND OF PROMISE. In its opening paragraph, it concludes with the following:

...the Constitution had a flaw that undercut the equality, promised [claimed] in the Declaration of Independence. The nation's fundamental law had not provided any way to prevent the wealthy from taking over the government and using it for their own benefit. One of the families that suffered profoundly from this omission was that a man would come to define Republican Party: Abraham Lincoln.”

Further relative to constitutional flaws, considering the following excerpt from the first paragraph on page 9:

...But in the fall [of 1854, the year that Congress passed the Kansas-Nebraska Act and the Republican Party was

created], he [Lincoln] asserted that the Declaration of Independence rather than the Constitution embodied America's fundamental principle of equality. He explained that the founding fathers had prohibited slavery in the West with the Northwest ordinance, and he reminded listeners that Thomas Jefferson himself had sponsored that law. Opposition to the extension of slavery was thus a bedrock American principle, even if the Constitution protection of property bolstered the institution where it already existed. Those trying to confine slavery to the South, Lincoln maintained, were the side of America's political angels.

This reviewer's interpretation of Lincoln's position was that the Constitution had provided for pluralism by accepting the status quo of slavery in the South, but was acknowledging equality of rights as stated in the Declaration of Independence as a fundamental principle. However, the book reviewer understands Richardson's claim that the Constitution was flawed in not providing "...any way to prevent the wealthy from taking over the government and using it for their own benefit."

The ideology for the party prevailed for a little over a decade. It was transformed by his successors concern with property rights more than equality of opportunity. Over its first two centuries it shifted a couple more times, particularly with President Theodore Roosevelt, and then President Dwight David Eisenhower.

The second key chapter for our present discussion is the fifth, **REPUBLICANS AND BIG BUSINESS**. In that chapter the return of the Republican Party towards a liberal view was inspired by young Republicans "...who wanted to operate within the party, not outside of it." (See page 140 of the Richardson book.) It favored an active government. The political leadership that led the young Republicans included "...Theodore Roosevelt, Henry Cabot Lodge, Albert Beveridge, and Robert M. LaFollette." (See page 139 of the Richardson book.)

That transition occurred in the environment of industrialization in which the Gilded Age provided a rapid expansion in economic growth, but a highly skewed distribution of benefits achieved

through the concentration of industry. It led to what became known as *trust busting*.

That economic development and concentration of power was mostly under Republican leadership that prevailed from the time of Ulysses S. Grant (1869) through the presidency of Chester A. Arthur ending early in 1885; a four-term stretch (sixteen years) with a Republican president. After that, the presidency switched to the other party every four years, for four times, starting with Grover Cleveland, a Democrat (1885-1889) and ending when Grover Cleveland a Democrat, who again took office for one term (1893-1897).

The public was not pleased with the Republican leadership that was fostering concentration of power. However, Grover Cleveland, a Democratic president, apparently didn't do enough to be immediately reelected. It took another term of Republicans until he got back in office. The Democrats leadership was succeeded by Republican William McKinley. McKinley was president for one term; his successor was Theodore Roosevelt who served two terms (1901-1909).

Richardson started some background discussion (leading to commentary on Theodore Roosevelt) that ran a little over a couple of pages (140-142). Richardson started with the sentence as follows: "The party's shift back to its original principles started in 1884 when the Republican crisis in that year launched a new generation and a new philosophy in the Republican Party." Richardson concluded that section with the following statement; "...together Lodge and Roosevelt would bring reform to the Republican Party and to America. First though, they turned to reforming the world."

Fast-forward to the presidency of Dwight David Eisenhower (1953-1961). We can make the point relative to our discussion by excerpting a portion of a long paragraph that appears on page 234. It is as follows:

Still, Eisenhower had every reason to expect that he had been given the chance to remake the modern world as he envisioned it. His first message to Congress reclaimed both the ideology of Abraham Lincoln and the Theodore Roosevelt

and their determination to represent all Americans, not just members of their party.

At that time, referring to the Republican Party as the *Grand Old Party* seemed appropriate. Then, the opposition to the liberalism of the Democratic Party started to build. It led to a series of revolutions within the Republican Party.

The Republican Revolutions. The transformations within the Republican Party over the last half-century, have moved the Republican Party toward a pursuit of power at the expense of democratic institutions, including erosion of norms and, most recently, the abandonment of a peaceful transfer of power. The first of the series of internal Republican revolutions, over the last couple of generations, started with Reagan's Republican Revolution in the Early 1980s, with the intent of undoing programs established under a democratic leadership.

Then came the Gingrich Led Republican Revolution which was a significant inflection point for the destruction of norms and legislative behavior. It was followed by the Republican Revolution. That election had a dispute over ballots being dumped on a political basis rather than reasonable cause. The dispute went to the Supreme Court that deferred to the state, and Republican leadership opted not to provide a recount.

In George W. Bush's first year as president, he had to deal with the 9/11 terrorist attack. He did well in providing an ultimatum to the Taliban, and within days, and support of NATO under article five, he was able to launch an invasion of Afghanistan. That removed the leadership of Taliban that has enabled Afghanistan to serve as a host for international terrorists.

That was a great success, but the administration was not skilled enough in understanding democracy and its feasibility, or lack thereof, in a country not yet capable of having a successful democracy. America was on a roll of fostering democracies, but had been setting a very bad example in the one. Added to that, we didn't understand enough about our democracy to avoid an unnecessary recession resulting from the housing bubble burst and a freeze of capital markets.

A byproduct of the domestic problems leading to the Great Recession was the global financial crisis in 2008, and the burden the recovery with a rising federal debt. It was enough to discourage the next administration from using fiscal policy for the recovery. That set in motion monetary policy used for the recovery of the Great Recession. It drove down interest rates for a decade and put great stress on government retirement programs, especially of state governments. The rescue plans favored the financial institutions and industry. The consumer segment was devastated.

We did not learn from the long-term capital market debacle. And, we don't seem to be learning very well from our other experiences. The Appendix A, Strategic Guidance Towards Improving Outcomes, uses two cases to explain how lack of knowledge in the social sciences is eroding our quality of life, and the life of others.

While we are at it, some people may have wondered what would've happened if those ballots had been re-examined and fairly determined with the result that the Democratic candidate, Al Gore would have been elected. It turns out that Gore, an environmentalist, came up in 2006 with what became a very popular presentation, *An Inconvenient Truth*, a documentary presentation (<https://www.imdb.com/title/tt0497116>) alerting the public to global warming.

The Intervening Presidency. The intervening presidency before the next Republican president was a Democrat, Barack Obama. The U.S. Congress from 2009 to 2011 (the 111th) had a Democratic majority in the House and Senate. It managed to get the Affordable Care Act (Obamacare) passed. The Republican Party has been trying to erode it, but with little success and great frustration. As a result of the 2010 midterm elections, the 112th Congress had a Republican majority House of Representatives. With an exceptionally large shift in the midterm election, it was able to play a substantial obstructionist role.

Draining the Swamp. The twenty-first century started with a presidential election has been tested because “The integrity of American Democracy has been undermined by the pursuit of political power that is at the expense of democratic norms; norms that are not the subject of constitutional constraints.” That is according to an addendum item titled “*The Integrity of American Democracy Undermined.*” An excerpt from that addendum item continues as follows:

The first 21st century inflection point, according to my analysis (based in part upon a *New York Times* book review of the James A. Marone of the Allan J. Lichtman book, *The Embattled Vote in America: From the Founding to the Present*) was at the time of the Bush-Gore debacle of 2000 when...

Republican election officials in Florida quietly dumped 180,000 ballots, casting aside one in ten African-American votes, often for minor irregularities. Republicans on the Supreme Court invoked two centuries of jurisprudence when they stopped a recount: “The individual citizen has no federal constitutional right to vote for electors for the president of United States.” [*The New York Times*, September 16, 2018.]

The next year, 2001, contained a terrorist attack by al Qaeda on September 11 that led to an invasion of Afghanistan. It accomplished its mission of obstructing further terrorist attacks from al Qaeda, and served to discourage further terrorist attacks on American soil from foreigners.

One can make the case that what followed in that administration not only lead to the dissatisfaction of the performance of the federal government, but a continuation of the trend of the Republican Party’s pursuit of power at the expense of democracy that has fostered domestic terrorism.

Remaining in Afghanistan for a while was reasonable so that Afghanistan would not serve as the site for an ensuing source of foreign terrorism. The attempt to build a democracy in Afghanistan

was ill conceived. Little time is devoted to conceiving a strategy that would work for a highly diversified set of local political structures. Some of this is discussed in the appendix that draws on knowledgeable sources indicating that our strategy was a failure because we did not understand the feasibility. Sheer power is not enough.

Not only did our strategy lead to our longest war, it also led to our invasion of Iraq. Our presence there fostered the rise of ISIS in the competition with al Qaeda.

Domestically, pursuing policies facilitated a housing bubble and capital market freeze. That condition led to the Great Recession in the global financial crisis of 2008. That set up the transition to what was just discussed and the intervening presidency.

We will shortly return to the evolution of the Republican Party. However, we need to take a look at what was happening with Democratic Party.

The Democratic Party

In the Time of Lincoln. In the time of Lincoln, the Republican party (founded in May 1854) was the party of reform and the Democratic Party was divided. The April 1860 convention of the Democratic Party produced “both a Majority Report, endorsed by Southern delegates and a Minority Report, submitted by northerners, whereupon the Alabama, Mississippi, Louisiana, Texas, and Florida delegations walked out of the convention in protest of the platform’s failure to include a guarantee of the right of citizens who hold “all descriptions of property” (meaning slaves). [See page 287 of Jill Lepore’s (2018) book, *These Truths: A History of the United States.*]

The Republican nominee, Abraham Lincoln, was selected the following month. His position on slavery was well known through his debates with Douglas, especially since they were circulated in print.

Then in June, the Democrats gathered for second convention. The convention was beautifully described by Lepore on page 288. Although the deliberations fell apart, the Democratic Party nominated Douglas, and the delegates forming the Southern Democratic Party “...reconvened down the street, opened their own convention, and nominated John C. Breckenridge, U. S. senator from Kentucky, on their first ballot, for the Southern Democratic Party.”

The chapter continues with the discussion of the secession and noting that the inauguration proceeded on March 4, 1861, as scheduled. The additional discussion on page 292 notes the following:

“The most supporters of the session were the wealthiest plant plantation owners, the least ardent were the great majority of white males: poor men who did not own slaves. The most effective way to presage to persuade these men support secession was to argue that even though they didn’t own slaves, their lives were made better by the existence of the institution, since it meant that they were spared the most demeaning work...”

Three constitutional amendments followed the Civil War. Wikipedia lists them as follows:

The **Thirteenth Amendment (Amendment XIII)** to the United States Constitution (Constitution of the United States) abolished slavery (slavery in the United States) and involuntary servitude, except as punishment for a crime (penal labor in the United States). The amendment was passed by Congress on January 31, 1865, and ratified by the required 27 of the then 36 states (U.S. states) on December 6, 1865, and proclaimed on December 18. It was the first of the three Reconstruction Amendments adopted following the American Civil War.

The **Fourteenth Amendment (Amendment XIV)** to the United States Constitution was adopted on July 9, 1868, as one of the Reconstruction Amendments. Often considered as one of the most consequential amendments, it addresses citizenship rights and equal protection under the law and was proposed in response to issues related to former slaves (freedmen) following the American Civil War.

The **Fifteenth Amendment (Amendment XV)** to the United States Constitution prohibits the federal government and each state from denying or abridging a citizen’s right to vote (suffrage) “on account of race (human classification),

color (colored), or previous condition of servitude.” It was ratified on February 3, 1870,^[1] as the third and last of the Reconstruction Amendments.

Unfortunately, the erosion from the intent has persisted in a variety of dimensions. The latest clue as of the time of this draft is from a *New York Times* front page article, by Nick Corasaniti and Reid J. Epstein, on December 19, 2021. Excerpted portions of a couple of paragraphs are as follows:

“Republicans, usually in power and in control rural suburban white voters to the mostly rural districts Southwest of Raleigh and effectively diluting the influence of the black voters....

Mr. Reeves is one of a growing number of black elected officials across the country — ranging from members of Congress to county commissioners — who have been drawn out of their districts, placing a newly competitive distance or bundled into new district where they must buy against incumbents from their old party....

But the effect remains the same: less political power for communities of color.

The lengthy article continues including reference to a 2019 Supreme Court decision that ruled that gerrymandering is a state issue not a federal issue, although the “court in the event that section 2 of the voting rights act, which prohibits racial gerrymandering.” The court did not provide guidance distinguishing between partisan gerrymandering and racial gerrymandering.

In The Rest of the Century. In the rest of the century after Abraham Lincoln and his successor (who for part of his term was a declared Democrat), from 1869 to 1885 there were four Republican presidents. Ulysses S. Grant served two terms. James A. Garfield did not live through his first year; and was succeeded by Chester A Arthur.

Grover Cleveland was inaugurated on March 4, 1885 after sixteen years of Republican presidents. The last two years of that sixteen

was burdened with the panic of 1893. Lepore wrote that in 1893 “...When the nation fell once again into an economic depression, here by the bankruptcy of the Philadelphia and Reading Railroad. Within months more than 8,000 businesses, 156 railroads, and 400 banks had collapsed.” See page 347. Cleveland was succeeded as president by Republican, Benjamin Harrison.

The next Democrat was Grover Cleveland (serving from March 4, 1893 to March 4, 1897) who made a significant difference in the advancement of the social sciences.

This educational innovation is focused on education that ranges quite broadly. It starts from providing a liberal education outside of the outdated higher education system, much of which is still mired in an outdated format adapted from Napoleon’s training his troops not to flee battle. However, it was originally designed to target leading scholars at the height of their career. It evolved to lending in nascent disciplines dealing with complex adaptive systems; and to do so with an interdisciplinary approach.

The silo approach of higher **education** has been making progress with multidiscipline educational programs, and moving through interdisciplinary programs. It has also made progress going beyond the classroom lecture format and testing.

It has for decades been using games stimulating interdisciplinary approaches towards societal development. It just becomes very expensive and the heyday of federal support that made superb difference in post-World War II era has faded.

We are continuing with this sketchy overview in order to provide a framework for some expectations of the future where there may be clues from patterns of the past. We continue with a discussion focused on the Democratic Party as we start a discussion of the twentieth century.

The Twentieth Century. The twentieth century provide a substantial shift in the balance of power between the two major parties compared with the balance *that existed in the last half of the nineteenth century*. The first quarter of the nineteenth century from Thomas Jefferson (1801-1809) to John Quincy Adams (1825-1829) was dominated by the Democratic Republican Party.

Then, over the *ensuing decades of the nineteenth century*, the Democrats and the Whigs from Andrew Jackson (1829-1837) somewhat alternated for a few decades until Franklin Pierce (1853-1857) and James Buchanan (1857-1861) representing the Whigs pretty much ended the Whig Party. That was followed by what wound up as the earlier Democrats focused on property (especially by owning slave labor) with Franklin Pierce (1853-1857) and James Buchanan 1857-1861).

The point here is that political parties, come and go. We are assessing potential patterns from what may unfold. We are particularly focused on what Richardson identified as a tension in the Republican Party through the equality of opportunity that was a driving force for Abraham Lincoln and what dominated the Republican Party for most of the existence with the archrival of property, even though its founding was fostered by the opposition to human beings being the property.

So, although we cannot predict with accuracy, we can learn from patterns. So, for the twentieth century, here is a chart indicates a pattern of the twentieth century.

List of Presidents of United States in 20th Century

[The **20th (twentieth) century**
began on January 1, 1901 and
ended on December 31, 2000]

Republican - **William McKinley**

March 4, 1897 to September 14, 1901 [4½ years total].

Half in 20th century. He was re-elected in 2000 and died in September 2001.

Republican - **Theodore Roosevelt**

September 14, 1901 to March 4, 1909. **7½ in 20th century**

Republican - **William Howard Taft**

March 4, 1909 to March 4, 1913. **4 years**

= 16 years

Democrat - **Woodrow Wilson**

March 4, 1913 to March 4, 1921. **8 years**

Republican - Warren Harding

March 4, 1921 to August 2, 1923. 2½ years

Republican - Calvin Coolidge

August 2, 1923 to March 4, 1929. 5½ years

Republican - Herbert Hoover

March 4, 1929 to March 4, 1933. 4 years

= 12 years

Democrat - Franklin D. Roosevelt

March 4, 1933 to April 12, 1945. 12 plus years

Democrat - Harry S. Truman

April 12, 1945 to January 20, 1953. less than 8 years

= 20 years

Republican - Dwight D. Eisenhower

January 20, 1953 to January 20, 1961. 8 years

= 8 years

Democrat - John F. Kennedy

January 20, 1961 to November 22, 1963. less than 3 years

Democrat - Lyndon B. Johnson

November 22, 1963 to January 20, 1969. more than 5 years

= 8 years

Republican - Richard Nixon

January 20, 1969 August 9, 1974. 2½ years

Republican - Gerald Ford

August 9, 1974 to January 20, 1977. 5½ years

= 8 years

Democrat - Jimmy Carter

January 20, 1977 to January 20, 1981. 4 years

= 4 years

Republican - Ronald Reagan

January 20, 1981 to January 20, 1989. 8 years

Republican - George H. W. Bush

January 20, 1989 to January 20, 1993. 4 years

= 12 years

Democrat - Bill Clinton

January 20, 1993 to January 20, 2001. 8 years

= 8 years

Republican presidents fifty-two years.
Democrat presidents forty-eight years.

The Twenty-First Century. The presidential election results at the beginning of the twenty-first century were disputed by the Democrats. That is discussed in the opening of an essay titled “The Integrity of American Democracy Undermined.” The excerpt from the opening section is in the box that follows:

The Erosion of Norms in the Elected Political Leadership

The integrity of American Democracy has been undermined by the pursuit of political power that is at the expense of democratic norms; norms that are not the subject of constitutional constraints. The first 21st century inflection point, according to my analysis (based in part upon a *New York Times* book review by James A. Marone of the Allan J. Lichtman book, *The Embattled Vote in America: From the Founding to the Present*) was at the time of the Bush-Gore debacle of 2000 when...

Republican election officials in Florida quietly dumped 180,000 ballots, casting aside one in 10 African-American votes, often for minor irregularities. Republicans on the Supreme Court invoked two centuries of jurisprudence when they stopped a recount: “The individual citizen has no federal constitutional right to vote for electors for the president of United States.” [*New York Times*, September 16, 2018.]

The next inflection point was in the wake of the 2008 election of Barack Obama when the Republicans in Congress organized to oppose Obama administration legislation on the basis of it being Obama administration legislation. That led to the Democrats changing filibuster regulations in the Senate; a change some of them now regret.

That essay was originally prepared for submission to the *Journal of Democracy*. It was rejected on the basis of the publication's focus being international rather than domestic. The author decided not to respond with comments that made the case that American Democracy was setting a poor example.

In 2019 it was added as an appendix to the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. The list of appendices is as follows:

Appendix 1A -

Divisiveness in America: The American Democracy on the Road to Dystopia,

Appendix 1B -

The Declaration and the Other Invisible Hand,

Appendix 1C -

Empowerment through More Effective Learning,

Appendix 1D -

Adapt to Change a Reality: Restore American Democracy's Resilience, and

Appendix 1E -

The Integrity of American Democracy Undermined.

If we knew then, what we know now, about the events that unfolded in the twenty-first century, what do you believe would be different from the condition of American Democracy in the quality of life in the United States of America?

As a start on developing your thoughts, you may read the posted version of *An Inconvenient Truth*. The entire book is posted in a review and comment mode design for the numerous authors cited. Access to the entire book with appendices may be granted to others upon request with the understanding of the grantee providing written comments.

Under consideration for hard copy publication is attaching *The Integrity of American Democracy Undermined* as Appendix B in preparation for hard copy publication.

In order to help the motivated learners (including readers with doctorates in diverse disciplines, as well as Millennials and those in the Generation Z, with or without an advanced degree), here are a few thoughts to consider the dumped ballots been examined to

determine the validity on a nonpartisan basis and resulted in Al Gore, the candidate of the Democratic Party.

1. Al Gore had served as vice president under Bill Clinton from January 20, 1993 to January 20, 2001. His environmental credentials are available on the web. A good place to start is with a search for *An Inconvenient Truth*. The next step is to read [Appendix A - Strategic Guidance Towards Improving Outcomes](#), or simply consider this section *What We Should Have Known About Pandemics* (starting on page 85). For the reader's convenience the excerpt is in the box that follows:

What We Should Have Known About Pandemics

Knowledge of the System. Starting with the Trump administration, we should have known that it was unwise to reduce the administration's capability for dealing with epidemics. Additionally, we should recognize the extent of the danger of the coronavirus.

Our Centers for Disease Control and Prevention is organized as a research organization with a priority on producing publishable findings to understand the system. That is a useful purpose, but it is not designed to contain the spread of the disease from an administrative perspective. The organizational structure that starts at the local level is capable of assembling the current information as to contagion source through testing and tracing. It is a case of network science.

The Organizational Structure Was Inadequate. The organizational structure of our democracy was to protect us from a tyrant in hierarchal structure. It is not designed to protect from contagious diseases. Furthermore, we should have restructured the system to be able to identify and contain the contagious sources. Instead, the Trump administration politicized the pandemic under [p. 86] the leadership of a president whose priority was reelection, and not the health and welfare of the nation.

Many Choices of Humans Were Faulty. When it comes to knowledge of the masses as to the essence of a democratic system, there is a significant shortfall in understanding that in a pluralistic society, such as American Democracy, the diversity is an asset. Furthermore, the individual rights claimed in the Declaration of Independence rely on a sovereign government for protection; and that calls for the rule of law. That lack of knowledge by credulous people left many open to exploitation by leadership interested in their power, not the health of the populace....

2. Next, consider the first crisis faced by the newly elected president, George W. Bush. Starting at the bottom of the last page in the excerpted box, page 86, we have a single paragraph as follows:

The Terrorism Wake-Up Call

The Foreign Terrorism on 9/11. The Foreign Terrorism on September 11, 2001 took almost three-thousand American [page 87] lives with significant destruction of property in New York and Washington, D.C. It was a wake-up call. Within a few days the then President George W. Bush issued an ultimatum to the Taliban regarding access to the perpetrator, a terrorist group called al Qaeda, led by Osama bin Laden. The response was unacceptable, and shortly thereafter the United States, supplemented by military support of NATO, under Article 5, invaded Afghanistan and took control of the country.

That was well done. It was an appropriate use of force. Unfortunately, that administration failed to understand the feasibility of developing democracy in Afghanistan, a country that would unite against foreigners, but would face great difficulty in structuring a state in the form of a confederation, let alone a federation. The rest of the chapter, covering about ten pages, sheds a great deal of light.

3. The next administration headed by a president nominated by the Democratic Party was headed by Barack Obama. He served for two

terms, focusing on recovery from the Great Recession that emerged during the George W. Bush administration. It was an unnecessary recession. The cause of a recession is discussed in the item on the Motivated Learner Platform, [Unity Counts](#). An excerpt from that item is in the box that follows.

An Educational Innovation

A Bit of Background

This website is an outgrowth of the exploratory wiki site, The Academy in the Cloud, that started in 2016. That exploratory wiki that was a follow-on from the wiki site designed for a major research project generated by the subprime crisis and capital market freeze that led to America's Great Recession following the 2008 financial crisis. The shortest description of the project is in the acknowledgments section of an article that may be reached by googling [the] [Maury Seldin United Airlines](#) article. It may be downloaded for free. The excerpt is as follows:

This article is part and parcel of a new wiki site, Academy in the Cloud Enterprise that features the treatise titled American Democracy: The Declaration, Pursuit, and Endangerment. That treatise calls for a Declaration of Reform. Maury Seldin concluded after research on the subprime crisis and the capital market freeze that led to the Great Recession, that the debacle was not only unnecessary but that it was not just a real estate finance issue, it was a societal issue best understood through the lens of complexity science, especially complexity economics. The focus on real estate finance and complexity economics is noted in a newsletter Supplement — “Homer Hoyt Institute Research Initiative...”, especially in the end notes. The background includes the work of Maury Seldin and others associated with the Homer Hoyt Institute. The HHI funded along with industry (including the Mortgage Bankers Association, National Association

of Realtors and Freddie Mac) a pioneer research effort [in the] Spring [of] 2008 and its Supplement – “Panic Doesn’t Help — Strategy Does.” The opening program was 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 discussed in a Fall 2007 newsletter and its Supplement — “Don’t Panic Yet...”

That presidency continued with the divisiveness that had been building for decades. That is discussed in the first appendix to the trilogy’s first book, *Common Sense Revisited: America’s Third Revolution*. That appendix is titled “*Divisiveness in America: The American Democracy on the Road to Dystopia*.” As discussed earlier it is with content that is available for review and comment. However, here is the opening of the appendix.

“...America is coming apart at the seams — not seams of race or ethnicity, but of class.” [p. 13, Murray] “We are not skilled at balance anymore... ...we have lost our gift for reasoning together.” [p. 5, Dionne] “...the inequality is cause and consequence of the failure of the political system, and it contributes to the instability of our economic system, which in turn contributes to increased inequality...” [p. xi, Stiglitz].

The footnote on the first page is as follows: “Divisiveness in America was revised July 2014 as an appendix for American Democracy. The original was written in December 2013 as a presentation to the interest group on books and ideas of ASPEC (Academy of Senior Professionals at Eckerd College). Its latest to revision is in April 2019 after the Trump tax bill that purported to be tax reform.

This brings an end to the discussion of the Democratic Party in the twenty-first century except for the extensive discussion of what happened after the voting public was so dissatisfied with that evolved

in recent decades that they would take almost anything in the 2016 presidential election, and they did.

After the disasters of the Trump presidency, with another this or that presentation, a great many Republicans voted for the Democratic presidential candidate who have substantial experience in working across the aisle and campaigned on unity, with representation of all Americans, not just those belonging to one political party.

In order to get a better grasp of the problem of public-interest representation, and a sharper look at the potential, we move on to the third chapter where we need to take a closer look at the nature of nature. This takes us to the next chapter.

IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?

CHAPTER 3 - THE NATURE OF NATURE

Patterns Under Alternative Parties

A Historic Perspective.

A historic perspective of about two centuries starts with the nineteenth century. The nineteenth century had a Democratic Party so powerful that some Southern states were attempting to withdraw from the union in order to preserve their rights to own property in the form of slaves. There was also the pursuit of power by adding states with similar property rights. That political party started the Civil War. The results, aside from the bloodshed, and the union of states surviving as *The Great Experiment*, included that shortly after the war there were three constitutional amendments moving the Constitution closer to the ideals articulated in the Declaration of Independence.

The Great Experiment is in pluralism, the coexistence of diversity within a larger community such as a federal government. Property had always been an issue, as had freedom. It was mainly taxation and representation that started the rebellion against the tyranny of King George III. The Confederation provided a union to pursue and preserve freedom with a great compromise among the states with regard to their values of the nature of property that could be owned.

The environment had changed and the pluralism was challenged to the extent of the conflict between owning people and unalienable rights. Considering the success of the North in the Civil War, unalienable rights made some progress; however, the afterword developments encountered some erosion. It took a long time to make progress, not only with race but with gender. During the twentieth century, progress extended to include women's rights to vote. It took more time in other dimensions of life.

The current question is, will the Trumpian Republican Party supporters go so far as to have some states pursue seceding from the union in order to protect their complexion being dominant in control

of their states? So far, there are only some clues with the idea being a potential option. There is a stronger possibility of the attempt to obtain control of the country, by whatever means feasible. That includes, undermining democratic process in the pursuit of power. It also includes the use of violence; noting that the Department of Justice has indicted eleven Oath Keepers on the charge of “seditious conspiracy and other charges for crimes” related to the January 6, 2021 assault on the Capitol building interfering with the joint session of Congress pursuing their responsibilities in accordance with the Constitution.

The Republican Party was established in the pursuit of equality of rights. It was the nineteenth century resurgence of a pattern of pursuit of rights in societal structure. It only took a little over a decade for the pattern of pursuit of property to arise in the leadership of the newly formed Republican Party. That prevailed for decades, with the notable exception of the leadership of Theodore Roosevelt around the turn-of-the-century and Dwight David Eisenhower around the middle of the twentieth century.

Environmental Change. Environmental change influences the emergence of patterns. The structure of the environment impacts the processes under which choices are made. Those choices in turn impacts the evolution of the structure. It is an important dimension of the historical perspective.

In the nineteenth century case, it only took a little more than a decade for its leadership of the newly created Republican Party to shift to pursuit of property. The property pursued was in the Western expansion not only for profit, but also for control in the political structure; particularly with representatives in the United States Senate, with members in the Senate representing populations of widely differences in size.

The next shift was in the nature of property being pursued. The Industrial Revolution had reached the stage where values created were in the form of industrial enterprise. Concentration of ownership enhanced profits through exceptional control on supply. That served to override the competitive discipline expected in free and fair markets. During that era in the late nineteenth century there were a couple of economic crises. The expectations

of market discipline having been disappointed, generated forces for governmental discipline.

Governmental power generating the economic and financial disasters was largely under the control of Republican leadership. The principles of market discipline had failed to be observed. Trust busting was the call for change. Strangely enough, it is now emerging in a different economic environment; in the Information Age as compared to the Industrial Age.

Moving to the early twentieth century, the Republican leadership in the 1920s led to a Great Depression. A new version of the Democratic Party had arisen from the twentieth century. It took over the leadership for the next twenty years. The changes that facilitated the economic recovery and that facilitated the rise to global leadership substantially altered the political structure. It was led by *that man in the White House* (FDR), according to some Republicans. Franklin Delano Roosevelt could not pack the court, but in less than a century the president of the other party was pretty close.

What FDR was able to do was strengthen the administrative branch as part of altering the role of the federal government. That role was further altered in the post-World War II era by Democratic leadership and by the Republican leadership of Dwight David Eisenhower under whose leadership the interstate highway system was developed. President Eisenhower opposed the military-industrial complex in favor of spending on infrastructure that would benefit the population. The Republican Party under his leadership had both liberals and conservatives among its membership.

The Democratic Party has provided the two presidents over the twenty years that recovered from the Great Depression and led the nation in moving the world in defense from tyranny that threatened free societies. The changing world environment calls for adaptation in leadership. The Democratic Party adapted in the post-World War II environment, but then faltered when Industrial Revolution, was succeeded by the next environmental change, the shift to an information revolution.

The Two Next Big Changes. The two next big change has to do with the changing economic environment. The first was in the quarter century after World War II ended. It was part of

the last century of the Industrial Revolution in which economic development was heavily oriented towards consumer production of goods and services.

In those few decades following the end of World War II, there was a dramatic shift location of economic development in metropolitan expansion. The suburbanization significantly fostered by the G.I. Bill of Rights, as well as the FHA programs, made homeownership feasible for the returning veterans and others. Wealth creation by rising home values and low interest rates enable capital accumulation through home ownership. Strong markets for consumer goods and services increased the number and variety of retail establishments. It was the wind up of the last hundred years of the Industrial Revolution.

The second of the next two big changes began in the last quarter of a century of the twentieth century. It started a pattern in which the new Democratic Party that after the Great Depression had performed well for the working class, and the returning veterans, chose to shift from its blue-collar constituency to the evolving white-collar constituency that would benefit from the Information Revolution.

By the early 1970s, the Democratic Party was shifting from blue-collar workers to knowledge workers, who by education and training not only prepared for white-collar jobs, turned out to be the populace most heavily engaged in the Information Revolution.

The location of economic opportunity shifted from suburbanization patterns to urban, with the concentration especially in the coastal areas. The globalization of production had left the blue-collar workers at an economic disadvantage. It led to the formation of the Rust Belt. The Republicans were quick to pick up on the opportunity to expand their membership by adding blue-collar workers in areas of lost economic opportunity.

The Republican Revolutions

A series of Republican revolutions started to take place. “The first Republican Revolution was the Reagan one, which promised to roll back Lyndon Johnson’s Great Society.” So wrote Fareed Zakaria in the *Time Magazine* November 4, 2010 article, *The Republican Revolution: Real This Time?*

The series of Republican revolutions is discussed in an essay posted on the DEEP website, [The Fourth Republican Revolution](#). Here are a few more excerpts:

The Three Republican Revolutions

The idea of three Republican revolutions, as discussed in this essay, was triggered by an article authored by Fareed Zakaria. It is in the *Time Magazine* November 4, 2010. The brief article is available by linking - [The Republican Revolution: Real This Time?](#) It is short. For your convenience, here is the opening paragraph: [p.13]

We are watching the third Republican revolution unfold — the third time the Republican Party has come to power promising to fundamentally alter the relationship of the U.S. government to society. If the past is any guide, the Republicans are going to have a tough time fulfilling their pledge. If they do not deliver yet again, the American people, at some point, will surely conclude that they are hypocrites....

The Gingrich Led Republican Revolution...

...**Power Pursuit Dimensions.** Power pursuit dimensions during the Second Republican Revolution will be discussed with reference to a few books. The recently published book, *Burning Down the House: Newt Gingrich, the Fall of a Speaker, and the Rise of the New Republican Party* (2020), authored by Julian E. Zelizer has an advertisement as follows: “The story of how Newt Gingrich and his allies tainted American politics, launching an enduring era of brutal partisan warfare.”

George Walker Bush Republican Revolution...

... **Power and Policy Dimensions.** This takes us back to the opening sentence of the Zakaria article that triggered this essay, “We are watching the third Republican revolution unfold — the third time the Republican Party has come to power promising

to fundamentally alter the relationship of the U.S. Government to society.” So, what is the ideology of the Republican Party with regard to the relationship of the U.S. Government to society?

As a start, is the ideology of the Republican Party conservatism? That depends upon two things. The first is what is conservatism? The second is, what is the Republican Party ideology? If the reader scrolls back to page 9, and rereads the discussion of the David Brook’s book, *The Second Mountain* (contained in the subsection Design for Regaining Societal Balance), there is reference to “...what Burke warned about.” The next sentence refers to the Burke book, *Reflections*.

The discussion of the three Republican revolutions just presented is excerpted from [an article posted on the Declaration Era Educational Press \(DEEP\) and is hereby linked](#). The discussion that follows is drawn in part from that article, [The Fourth Republican Revolution](#).

The Fourth Republican Revolution. The Trumpian takeover of the Republican Party may be viewed as the fourth Republican Revolution. We may not have needed another clue, but there was one on Friday, July 31, 2020, in the form of *The New York Times* op-ed item titled “We Created the G.O.P Demise.” It is authored by Stuart Stevens whose book, *It Was All A Lie: How the Republican Party Became Donald Trump*, was released on Wednesday, August 5, 2020.

In some respects, the Trumpian takeover of the Republican Party through the nomination process in which Trump attacked his fellow Republicans, is simply an adoption of the playbook of Newt Gingrich as discussed in *The Gingrich Led Republican Revolution* section of a linked article, [The Fourth Republican Revolution](#).

It may also be viewed in the concept of it “is a continuation of winning at any cost.” In the latter case, instead of it being the political party winning at any cost, it appears that in the case is about Donald Trump, as an individual, winning at any cost.

That certainly appeared to be the objective of his behavior as president of United States. And, as of the time that the article from which this is drawn was being drafted, one may make the case that his failure to properly pursue the interests of the nation in the case of the pandemic, because he prioritized his reelection, is in some measure at the cost of the premature death of well over 100,000 Americans.

There is substantially more discussion in the article, [The Fourth Republican Revolution](#). However, aside from our waiting for the House of Representatives report from the Select Committee providing the facts about the assault on the Capitol building on January 6, 2021, we have the first five paragraphs from what was the first chapter in the June 2021 edition of this booklet. They are in the box that follows.

CHAPTER 1 - RECOGNITION OF REALITY

Our Freedom is Being Internally Challenged

The Current Political Situation

The current political situation is that our American Democracy is at an inflection point from the road to tyranny back to the ideals articulated the Declaration of Independence. You have been losing your freedom over the four years of the Trump administration, 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 continue your life after the damage to our society. 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 were on the road to tyranny under the leadership of the Trumpian Republican administration, especially from Donald Trump who had 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.

His 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 [of] 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 than are a better fit with his reelection campaign strategy, than with the needs of the nation. He did all of this with little regard for veracity and science; but rather pursued language intended to influence outcomes that he desires for his personal benefit of power and self-aggrandizement.

His only major accomplishment in his first year in office, was riding on a decade-long recovery from an unnecessary Great Recession, and boosting a growing economy with an unfair tax cut generated by political motives rather than by the general welfare of society. That tax cut was clearly destined to produce a deficit disguised by unrealistic analytics. Beyond the unrealistic assumptions of what revenues would be generated, there were follow on interpretations of legislation, that were so loosely constructed under time pressure, that it later produced an additional bias tilted towards his campaigning. The procedures used in interpreting legislation are seen by some analysts as inappropriate, particularly because it produced

luxury developments in areas designated for improvements to benefit the disadvantaged.

That fourteen-page chapter has been superseded in the revision of the booklet with the two chapters of which this is the second. [That full chapter will be posted as a closet entry.] This version may be revised later in the year. It is being designed for hard copy publication that will contain the appendix, *Strategic Guidance Towards Improving Outcomes* when that appendix is updated with one and/or two additional chapters. The appendix is currently available. It now includes a discussion of *Most of the Administration's First Year*.

An Alternative for Conservatives. An alternative for conservatives is what the founder of conservatism ideology discussed two-and one-half centuries ago. That was Edmund Burke a conservative of the Whig Party (British political party) who served as a member of the British Parliament for more than a quarter of a century. He opposed the French Revolution before it happened.

Burke advocated for what we would call a minimax approach today. He advocated moral stability for the good of the state. Although he opposed the French Revolution, he voiced support for the American Revolution. The claims of injustice in the American Revolution included two that were quite well-founded. One was the taxation without representation. The other was the overruling of the legislatures of the colonies.

Burke apparently saw the American Revolution as a middle ground between the French Revolution and what the Scots chose to do in getting some representation in the Parliament. Our Declaration of Independence was a middle ground, and was deemed to be a *great experiment*. It is an experiment with the absence of a hierarchal structure rooted in royalty, church, or sheer force. Is a structure with the source of authority being the voter population of the individual sovereign states.

There was great doubt in the Enlightenment era about the ability of the masses to make wise decisions. Indeed, the founding fathers adopted a bicameral legislation, in part because of the opinion of John Adams, as discussed in the section that follows.

Deficiency Rooted in Human Nature

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 statement is that “The problem holding everything up thus far is that *Homo sapiens* is an innately dysfunctional species.”

Reality in Business Practice. The expectations we have of our politicians and the public may be unrealistic, as may our expectations of business leadership. There has been a bit of revival of leading thought dealing with the changing perceptions of the role of business from the mid-twentieth century, that some authors wrote about after the turn of-the-century. The boxed excerpt that follows provides a view developed in chapter three’s (A Historical Perspective’s). It is from the last few pages of that chapter in the trilogy’s first book (*Common Sense Revisited: America’s Third Revolution*).

The culture of the last half century has gone well beyond the old saying of buyer beware. It has gone to a culture in which the function of business in the societal structure has been subsumed to the rigging of the system to favor those with the power to alter the structure. The result is that professions that focused on client welfare evolved to businesses that exploit the markets at the expense of the consumer. The management philosophy espoused by Professor John Mee, in the late fifties when I was a doctoral student in business administration at Indiana University, differed from today’s prevalent management philosophy as is reported in the book *The Golden Passport: Harvard Business School, The Limits of Capitalism, and the Moral Failure of the MBA Elite* (2017) by Duff McDonald.

The philosophy of the late fifties focused on the concept that business had a societal function that called for management to focus on goals relating to the consumer and other stakeholders performing a societal function with profit as a motivation, but profit not being the function of the enterprise. The best example of a company that performs its function of production and distribution of a good or service, in my memory, was Ben & Jerry's Ice Cream Company. A current example of a company at the other end of the spectrum with its focus on profit at the expense of other stakeholders is discussed in a recent article [when the book cited was written (2018)] of mine (co-authored by Liz Johnson). The article is titled "How United Airlines' Analytics and Algorithms Can Help to Save American Democracy." It is published by *World Journal of Social Science* in Vol. 4, No. 2, 2017 with the full content available on the Internet. The abstract in its entirety is as follows:

“Abstract: This essay and analysis brings to light how analytics and algorithms, such as those used by United Airlines in the decision to forcibly remove a passenger, highlights the interdependence between American business and American Democracy. The focus is on the injustices to a diverse group of stakeholders. Considering the United States Supreme Court ruling in 2010 that corporations have rights like people do, the critical question is in the relationships of rights of the non-corporate people: stakeholders including passengers, company personnel, management, stockholders, and the general public. All of this is in the context of corporate culture and the evolving culture of American Democracy. The concentration on bottom line analytics and disregard for ethical treatment of various stakeholders, especially fare-paying passengers, weakens the respect for the integrity of rights among the variety of stakeholders. The

consequence is an endangerment of the future of American Democracy, especially from internal self-destructive forces of unbridled capitalism. Keywords: United Airlines, algorithms, analytics, democracy.”

The culture changed to where service to the customer or client is heavily provided by automation, with great difficulty in actually getting to speak to a real person. The shift in professional service to patients is exemplified by the automated telephone responses that “if this is a real emergency, please hang up and dial 911.”

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.

Reality in Representation. The knowledge of what it takes for free societies to flourish, especially if the ideals articulated the Declaration of Independence are taken seriously, is not easily acquired, nor is the morality. This applies to the elected representatives as well as the electorate.

Part of the problem is in the complexity of the political economy. Common sense is not enough to deal with the uncertainty of outcomes where investments must be made for long-term benefits. This applies to both financial investments, public and private, and to societal investments as in building social capital.

Another part of the problem is the concentration of power. Our democracy, such as it is, is closer to a hybrid between a plutocracy and democracy than it is to a representative government. In summary of what is noted elsewhere, what is now the third book of the trilogy was the first written. It was designed to reform our democracy. It was followed by a second book designed to focus on the electorate, especially as in a sense of place in a democratic society. What is now the trilogy’s first book, was written in 2018 as a hook to the other

two books. It was prompted by the then President Trump's most significant first-year's legislation, and excessive gift to his supporters in the form of a so-called tax reform.

That book is posted on the website for review and comment. In its fourth chapter there is a selection of potential outcomes; one of which relates to plutocracy. The box that follows contains an excerpt.

Excerpt on Plutocracy from pages 81-86
with some copy skipped.

Change in the Minds of Society

There are many minds of society in America's political structure. In recent times the tribalism of power-hungry societal segments has increased divisiveness at the expense of across-the-aisle compromises. Ideologies that deny the pluralism of democracy will destroy either democracy or themselves, unless they are isolated.

If it is the greed for wealth or power, or both, that is driving the political economy, then the diverse minds of society, through the evolution of power, may lead to what appears to be, in some form, a result that could be characterized as being among one of at least three potential outcomes.

The Plutocracy Outcome. First, if the outcome is that of a plutocracy surviving the Great American Experiment of a free society, American Democracy will have failed; and it is clearly in danger. Failure is what happened with the unfree Communist society of what used to be the Soviet Union. Consider an analogy that draws on some concepts useful in considering the evolution of political economies as complex adaptive systems.... [From chapter 4 - Harnessing Complexity in the Twenty-First Century on page 81, we now skip to pages 85-86.]

The minds of that plutocratic segment of American society would do well to study history to get an education as to what has evolved. As a start, going beyond the preceding boxed summary using the Soviet Union as an example, they might

take a shortcut by looking at a copy of the Time Chart of World History: A Histomap of Peoples and Nations for 4000 Years by John B. Sparks.^{xiv} An alternative start is authored by a winner of a couple [of] Pulitzer Prizes, Edward O. Wilson. The book is titled *The Meaning of Human Existence*. It was a national book award finalist.^{xv}

The point is that a plutocratic outcome would likely not last very long. Just as the reign of Tsar Nicholas II was destined to fail, so would the reign of an American tyrant be destined to fail, although the revolution would not be by arms, but rather by votes. The results would likely be something close to what is reportedly feared by James M. Buchanan according to a book review by Heather Boushey. She wrote, “**So Buchanan came to a radical conclusion: Majority rule was an economic problem. ‘Despotism,’ he declared in his 1975 book, ‘The Limits of Liberty,’ ‘may be the only organizational alternative [p. 86] to the political structure that we observe.**” [Emphasis added.] The reviewer continues in the next paragraph: “**Buchanan therefore argued for ‘curbing the appetites of the majority coalitions’ by establishing ironclad rules that would curb their power.**”^{xvi}

So, as noted in the penultimate point made in my five parallels of ideas accounting for failure of the Soviet Union with potential outcomes for American Democracy, “The concentration of power did not survive in the Soviet Union; and, it will not survive in the American political economy. We just don’t know how America’s Third Revolution will evolve.” That uncertainty should be of great concern for those that are in the top 1% because one way to destroy an autocracy is to move to a tyranny of the majority; a tyranny that is avoidable if pluralism is allowed to flourish.

In the time since that was written the then president was impeached by the House of Representatives twice but not convicted in the Senate. There is some question about the thorough understanding of the vast majority of the Republican Senators

as to the survival prospects of a democratic structure, and their responsibility. Donald Trump is a defeated former president and is a threat, not only for the continuation of a plutocracy at the expense of democracy, but with an apparent goal of an autocracy.

The lack of knowledge by an extensive segment of the voting public has put the future of *The Great Experiment, American Democracy* in grave danger. The persistence with the BIG LIE and the manipulation of voter registration and processing is putting the voting public to the test of doing what is essential to preserving your freedom.

At the time of this writing, the leader of the Oath Keepers and ten of his associates have been indicted on the charge of seditious conspiracy by the Department of Justice. It is related to the insurrection of January 6, 2021 attack on the joint session of Congress. The Select Committee created by the House of Representatives is making significant progress in its investigation.

The threat to American Democracy is real. The greatest challenge may well be for the conservatives to rebuild a political party with the genuine understanding of its values, and the values the pluralism. Conservatism has a role to play in balancing power and utilization 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.

We need to pursue depolarization. However, we need to understand that "... we, as individuals, aren't just responsible for changing the political system; we are also being changed by..." So wrote Ezra Klein in his book *Why We're Polarized* (2020); see page 261. The paragraph continues as follows:

"The primary way the system gets its hooks into us is by threatening or otherwise activating our political identities and using the catalytic energy to get us to contribute, vote, read, share, or just generally be pissed off..."

There is more to that paragraph discussing that it is not always a bad thing. The next paragraph starts off as follows:

“But there is a difference between polarization and manipulation. There is a difference between using politics for our purposes and being used for the political purposes of others...”

These quasi-book reviews, with citations are designed to lead motivated learners to delve deeper understanding the process alters structure, and then structure influences process. That we need to understand that the current situation is a result of previous decisions; and thus, decisions today impact the future. That takes us to the next section.

Anticipating The Puck Location

Strategic Guidance

The Ice Hockey Analogy. The next two chapters take us to designing for the future. It will take time to deal with the current crises. During that time, the evolution of our nation and the world is going to produce a different environment. So, our design for the future would do well to consider the choices to be made during the processes that will alter the future.

Decisions made on the basis of short-term criteria may provide good feelings for the short run but may have deleterious effect on long-term outcomes. The sports analogy serves well for dealing with rapid changes over a short period of time. Our discussion in the previous chapter considering an evolutionary perspective started using millenniums, and then shifted to centuries. Then, within the centuries the shift was to decades and/or presidential terms.

Some of the astute readership may have picked up on a few points that when connected give us an image of reality that evolved over time and space. We have been using human biology for analogical model of societal evolution. The box that follows contains a relatively few paragraphs from an alternative analogical model discussed in the third overview booklet, *Great Danger Emerges: Great Experiment Challenged*. The section starting on page 39 it is titled *The Analytical System*. This subsection is titled *Some Science Useful for Preparation*. The excerpt starts as the last paragraph of that page.

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 [p. 40] 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.

There is more discussion of the analytical system in the appendices to the third overview booklet, *Great Danger Emerges: Great Experiment Challenged*. Additionally, this booklet's appendix, *Strategic Guidance Towards Improving Outcomes*, uses the pandemic as a model for analytics.

The Planet Earth Analogy. For the planet Earth analogy, we may be tempted to deal with millenniums, but just one half of one millennium will take us back to when the Europeans invaded the territory now known as the United States of America. The Native Americans were more considerate of the future of the natural environment than their successors in control of the territory.

Our human body analogy focuses on *information and energy*. *Our complexity land economics* analogy focuses on *location and timing*. The location refers to a fixed place in a territory. Control over the territory is the importance of access to assets that include animal, vegetable, and mineral. The animal may be for-game or agriculture. Human species fall within the animal category; and aside from time to time being treated as property, there is a long history of being treated as subjects to an authority such as a king. In any case, control over the territory and its population is still a great issue. Consider the current conditions with Russia and its ambitions, especially with the Ukraine. Also consider a variety of dimensions involving control of territory and beliefs of people within selected territories, with China as the example.

As to timing, the evolution of the planet as the source of energy (rooted in its relationship to the Sun) goes beyond food for the animal category. It goes to generation of power for residential and industrial production, including information production and distribution. That takes us to the information category and the varying degrees of quality of knowledge.

By happenstance or not, the *Appendix A – Strategic Guidance Towards Improving Outcomes*, in its fifth chapter, *Saving Our Great Experiment*, has a relevant point about how scientific perspectives varying by discipline may add to the quality of knowledge. The box that follows is excerpted from pages 113-114

Twentieth-First Century's Third Decade

This Is The Then

This is the then of what will emerge. It is also time to make choices.

There are different ways to tell the story of what happened for most of the new administration's first year. Thomas Kuhn tells of how a physicist and the chemist looking at the same phenomenon **can come up with different analytics and explanations of what happened**. This presentation is using an interdisciplinary approach, including nascent disciplines, dealing with the evolutionary process and changing structure of our society.

The perspective taken is the pursuit of the ideals articulated in the Declaration of Independence in the context of the survival of *The Great American Experiment*, a republic built upon pluralism with constitutional protection for individual rights and equity in representation of the electorate in the emergence of public policy.

It is about societal evolution providing an equality of opportunity in a free society. We are in the early stages of what has the potential [p. 114] of becoming a New Age of Enlightenment that blends humanities with the sciences. Stay tuned! [Emphasis added.]

We now turn to energy focused on two sets of situational conditions. The first set is focused on the evolving nature of the planet Earth as a result of the exploitation of the sources of energy. The second set is focused on public policy, domestic and foreign. We now turn to the Ukrainian example that relates to both concerns, the evolution of energy sources as the first, and public policy as the second.

Let us consider an example of trying to blend the counterparts of the physics and chemistry example with an interdisciplinary approach focused on energy, information, location, and timing. The case example is tackling Putin's threats to the Ukraine, and his negotiation seeking ironclad assurances that NATO will not admit Ukraine. A great deal depends upon how the question is posed. For example, can you pray while smoking? Alternatively, can you smoke while praying?

Using the biological paradigm, the two key variables are *information* and *energy*. Using the *complexity land economics* paradigm, the two key variables are *territory* and *timing*. The blend of the disciplines starts with the uncertainty of *information* as to the cost and availability of *energy* available in a *territory* over an *extended time period*.

The classic case for uncertainty of information is in a duel; taking the first shot or the best shot. Understanding President Putin is the toughest case. Highly recommended is a *New York Times* opinion piece of January 25, 2022 by Fiona Hill, *Playing A Long Game Has America Where He Wants It*. There are so many variables discussed in the article, a short summary is not feasible. For simplicity's sake, and the fact that by the time this goes to press, some of the uncertainties will have been resolved, the focus is on taking a long view with some speculation on a variety of variables, each of which may be viewed as a dot in the pattern that that represents what would emerge under the sets of assumptions.

An analogy for understanding that is based upon weather forecasts. The various forecasting models make a diversity of assumptions and result in a series of patterns. Patterns have a commonality that leads to a central expectation, but a diversity that indicates a range of

outcomes based upon assumptions. Our approach utilizes what is known as minimax strategy.

The box that follows contains excerpts from the third chapter, *Strategic Shifts for the Pandemic*, of *Appendix A - Strategic Guidance Towards Improving Outcomes*, that provide an explanation as applied to the pandemic. It starts on page 46.

Uncertainty and Contingency. Uncertainty and contingency are two major elements that differentiate analytics of complex adaptive systems from analytics of linear models. Our strategic approach is designed to deal with the uncertainty and contingency elements in two stages. The first is the minimax strategy that deals with boundaries set for risk exposure. The second is adjustable strategy to environmental changes that alter the boundaries of acceptable risk...

From page 50-51 in Appendix A, we have the following:

The Essence of Strategy

Dealing With Uncertainty

The essence of strategy in complex adaptive systems is dealing with uncertainty. Linear relationships in closed systems provide for high reliability in forecasting outcomes. Science makes great advancements utilizing the inductive approach by testing for reliability of forecasts. As expectations are tested by experiments, false assumptions are reduced by ongoing experiments. Surviving assumptions enhanced credibility.

Organic systems, including human beings and societal organizations such as political economies, are complex adaptive systems. They evolve from interactions resulting in some changes in relationships. The nonlinearity produces great uncertainty. One does not know the consequences of the change in relationships, but may gain some insights through inductive research from previous changes. However, without knowledge of what choices will be made in the change

of structure that emerges from previous choices, there is substantial uncertainty because the probability analyses of a closed system are not available.

Better forecasts of outcomes may be made by discerning patterns that lead to more desirable outcomes than relying on the assumption that the relevant relationships have not changed. However, inferences may be made when some changes in relationships are [p. 51] observed. Even then, there remains the uncertainty associated with contingency..

...Risk and Uncertainty Tolerance

Risk and uncertainty tolerance are key variables in the use of the minimax strategy. Risk is calculable in a closed system such as a roulette wheel and dice. A gambler with very little to lose may go for broke; there is not much of a downside. A wealthy gambler is less likely to go for broke because there is not much tolerance for losing everything. It is just not worth taking a chance.

In complex adaptive systems there is too much uncertainty for calculating the probability. However, one can get a feeling of likelihood using a consideration of patterns that indicate some experience in the behavior of the uncertainties. Sometimes multiple models are used, as with weather forecasting. However, as the timing shortens in the sequence of events leading to a critical outcome, there is a shrinking of downside uncertainties.

Continuing with a long view focused on energy on planet Earth, we return to what should have been done mostly in the last half-century, but in one case going back two centuries to deal with the Whale Oil Myth. Two centuries ago, whaling was a major American industry. The myth was that “the idea that petroleum oil, and the free market, saved the whales. Whales had come under a serious threat of extinction by 1860. And petroleum oil did fuel most lamps in the latter 19th century. So what really happened?” The quote is from the link reached by [The Whale Oil](#)

Myth | UH Cullen College of Engineering. An additional source is [The Whale Oil Myth](#).

It is understandable that the free market was not understood in the nineteenth century. However, by the twentieth century, we should have known better. Here is an excerpt from an article on sustainable energy reached by clicking on the link as follows: [Whale oil 1980's](#).

I first heard about the Whale Oil Myth as a young journalist covering a speech by Sen. Henry (Scoop) Jackson (D-WA) in 1979 at the American Stock Exchange in New York. Jackson was telling a group of assembled oil executives that their professed belief in full deregulation and a government-free market was not credible. He noted that, historically, government subsidies favoring the oil industry were always supported by the oil industry, and “if that’s not regulation, I’m stupid.” He said it was time to get beyond the “whale oil myth.”

In the 1970s and 1980s, Ronald Reagan’s economic advisor, Walter Wriston, often used the Whale Oil Myth to argue that we didn’t need a federal energy policy. All we needed was deregulation, and the market would move in the right direction. Acting on this advice, Reagan crippled federal environmental regulation and energy research during the 1980s.

It is from an article, “[The surprising history of sustainable energy](#)” posted on March 29, 2011 by Bill Kovarik.

Understanding the free market is a challenge not easily met. As a start here is an excerpt from the first chapter (The Declaration and the Other Invisible Hand) of the trilogy’s third book, *American Democracy: The Declaration, Pursuit, and Endangerment*. It starts on page 7 in the section titled ***Morality and Interaction***.

The Invisible Hand

Smith's invisible hand was a metaphor for an emergent process that produced and distributed goods and services. In later years, political economics delved deeper into discussion of production by considering the process as a combination of land, labor, and capital. Then, attention turned to the morality issues related to equitable compensation attributed to the contributing resources.

The goods and services were generally considered to be those outputs that traded in a market. It is the market process that is critical in that markets are the emergent properties of individual transactions. In contemporary advanced economies, the measure of Gross Domestic Product is used for outputs, but it is based on outputs traded in markets, excluding contributed volunteer production of goods and services...

... Modern economies, with heavy reliance on markets, monopolies, and a variety of other structures that do not produce a level playing field, balanced information, and other characteristics of efficient and equitable markets, provide inequitable outcomes. The mainstream models generally assume linear characteristics rather than the reality of nonlinearity of organic systems. A new paradigm could provide more realistic models.^{xvi} The pursuit of self-interest works best for societies as a whole when the organic structure is built upon a quality of social capital that operates for team enterprises. Examples can range from football and other athletic teams to ancient primitive cultures that required a team effort in hunting game. The great difficulty is in large scale societies where individuals can exploit the system, especially with inequitable rules.

The entire first chapter of the third book of the trilogy is readily accessible, as are the first chapters of the other two books in the trilogy. Access to the entire content of all three books is

available for review and comment. That was designed for cited authors, but may be available for others who agree to provide written comments.

Returning to the interdisciplinary approach, we need to look at the now as being then in the future of energy. The context, however, is in the rivalry of political economies between the autocratic structures and the democratic structures. We will continue with the Russian threat to violate the Ukraine sovereignty with the objective of preventing Ukraine from joining NATO.

Territorial Control for Power

The Russian Threat. This analysis is proceeding with the premise that the Russian threat to violate the Ukraine sovereignty has the objective of preventing Ukraine from joining NATO. Furthermore, the assumption is that it is part of a longer-range plan for rebuilding a Soviet empire. Additionally, it is a significant component of an autocratic regime's attempt to undermine democracies. It uses the expansion of NATO as a threat that calls for an armed self-defense, and would particularly like to see a diminishment of the involvement of the world's most powerful democracy.

Some of this premise is based upon the previously cited *New York Times* opinion piece of January 25, 2022 by Fiona Hill, *Playing A Long Game Has America Where He Wants It*. However, there are some more inputs for considering the uncertainty of Putin's actions. The first is patterns of behavior leading to territorial control. The second is a bit of Russian history that provides a clue to the future of American Democracy. This is in the context of our concern for the survival of *The Great American Experiment*.

Territorial Control History. A quick view of territorial control changes over the last 4000 years is presented in a *Histomap of World History: The Rise and Fall of People and Nations for 4000 Years*, By John B. Sparks. It is in his book *Time Chart of World History*.

The map is six feet long and fifteen inches wide. It depicts a multiplicity of empires over four millenniums, indicating a relative rise and fall over time. There is a two-page narrative for about a dozen civilizations that rose and declined over time. That is in addition to the narrative on the chart.

Territorial control started much earlier where humans seeking food relied on hunting and gathering with some territorial protection by force, including protection of caves, or whatever, for shelter. The self-organization grew from clan to tribe and beyond with sovereign states being a relatively recent phenomenon.

The high-mark of territorial control was two millennia ago, around the first century of the Common Era, when “A quarter of the human population lived under Roman rule.” That quote is from page 12 of the Dan Jones book, *Powers and Thrones: A New History of the Middle Ages* (2021). Its preceding two pages has a map showing the territory. The last part of the paragraph on page 9 (the page preceding the map) provides an eloquent narrative as follows:

“The early Roman Empire included the entire Italian and Iberian peninsulas; Gaul (modern France); transalpine Europe as far as the Danube; most of the Balkans and Asia Minor; a thick slice of the Levantine coast from Antioch in the north to Gaza in the south; the vastly wealthy province of Egypt (Aegyptus), won by a Augustus in a famous war against the last Ptolemaic, pharaoh, Cleopatra, and her lover Mark Anthony; and a continuous stretch of the northern Africa as far west as Numidia (modern Algeria). And the stage was set for even greater expansion during this century that follows.”

The development of this educational endeavor will be drawing from patterns of power pursuit for territorial control exhibited in the Middle Ages as a means of understanding current events and emerging issues, especially in the current situation with Russia threatening the invasion of the Ukraine, the potential of China with multiple expansions. Our exploration is in search of transitions from sheer force to reasoned accommodations of pluralism, not only domestically, but globally, especially in the rivalry between autocracy and democracy.

Our Concern. As noted, our concern is for the survival of *The Great American Experiment*. The premise is that civilization, such as it is, is somewhere between infantile behavior and adolescence in

an evolution to adulthood, varying with some correlation as to region on the global surface. The pandemic is a case in point in noting that scientific progress has been made since the Black Plague of three quarters of the millennium ago and the flu pandemic of a century ago. Domestically, we have not been able to strike a balance in human behavior to deal with the threat of political tyranny and the threat of infectious disease. That shortfall in behavior capability is also associated with a multiplicity of other crises we are facing as a nation. In the case at hand with the Russian threat of encroaching on the sovereignty of Ukraine, we are united with our fellow NATO members in the defense of our democracies.

In trying to understand our place in societal evolution, especially with the political economy as a driving force in the system of civilization, we would necessarily delve into some earlier history. Our major discussion elsewhere on the website is focusing on the last few centuries since the Enlightenment. This is the time period of a major transition of governmental control shifting from a hierarchal structure of royalty, church, or sheer force to the self-organization of a variety of democracies to include self-organization with a source of power from the electorate.

Sheer force is not enough for civilization. The appendix to this booklet makes the point that [we did not understand enough about our own democracy to try to build one in Afghanistan](#). [See chapter four, *If We Knew Then, What We Know Now*.]

The [Republican Revolutions](#) have given us clues that we are going into the wrong direction. The twenty-first century is providing more clues. Fortunately, there is some agreement across the aisle about our role as a pioneer in democracy.

We need a bipartisan discussion on the role of government. But the Trumpian Republican Party is not in search of a democratic republic. It is in search of a plutocracy on the road to autocracy; and it appears to be going at the job with a combination of sheer force and undermining the constitutional principles of rule of law by manipulating the system. We are looking for a Grand New Republican Party in the redesign of the system. In the meantime, *our leadership is taking a very strong position in pursuit of democracy both in the case of Russian threat against the Ukraine*

and our domestic issues. The highlighted phrase is a short summary of President Biden’s position in accordance with NATO’s position in protecting the integrity of territorial boundaries of sovereign states. Fortunately, there is a domestic bipartisan cooperation in the alliance with NATO, although the Republican Party takes a stronger position than the Democratic Party, as with the completion of the Nord Stream 2 pipeline for transport of natural gas from Russia to central Europe.

Learning from the Russian Experience. The fourth chapter, *Harnessing Complexity in the Twenty-First Century*, in the trilogy’s first book, *Common Sense Revisited: America’s Third Revolution*, has a discussion of the potential of a plutocracy outcome of our domestic tribalism. It draws on the historical experience of the Soviet Union. Furthermore, it sheds some light on President Putin’s fear of the potential rise of democracy in Russia.

In the box that follows, we have some excerpts from that chapter. They are in the context of our domestic concern. However, they may shed light on Putin’s fear of the potential rise of democracy in Russia.

Change in the Minds of Society

There are many minds of society in America’s political structure. In recent times the tribalism of power-hungry societal segments has increased divisiveness at the expense of across-the-aisle compromises. Ideologies that deny the pluralism of democracy will destroy either democracy or themselves, unless they are isolated.

If it is the greed for wealth or power, or both, that is driving the political economy, then the diverse minds of society, through the evolution of power, may lead to what appears to be, in some form, a result that could be characterized as being among one of at least three potential outcomes.

The Plutocracy Outcome. First, if the outcome is that of a plutocracy surviving *The Great American Experiment* of a free society, American Democracy will have failed; and it is clearly in danger. Failure is what happened with the unfree Communist society of what used to be the Soviet Union.

Consider an analogy that draws on some concepts useful in considering the evolution of political economies as complex adaptive systems.

The process leading to the demise of the Soviet Union may have started in 1956, known in Russia as the year of “the thaw.” As discussed by Marvin Kalb, it was in February of that year that [p. 82] Nikita Khrushchev addressed the “twentieth Congress of the Communist Party of the Soviet Union in which he stunned the world by attacking the once-omnipotent Stalin as a ‘criminal’ who had violated Communist doctrine and, by his idiosyncratic, personalized style of Oriental autocracy, endangered the Soviet state.”^{viii} For our purposes, as will be discussed later, there are two sentences in the Kalb book that are most relevant. They are as follows: “For the next few wintry months, a time in Moscow of short days and long nights, snow and ice, and only occasionally a teasing flash of sunlight, I [Marvin Kalb] met many young Russians who were feeling the first flush of freedom caused by the thaw. They were experimenting with a new notion of free speech, sort of — what to say, how much to say, and when to say it.”^{ix}

On the topic of free speech and the minds of societies, consider the Soviet example discussed in the box that follows:

The box as presented in the book contains a selection and revision of some concepts presented in the form relevant to the problems prevailing in American Democracy. The source for the presentation is from an article exploring five reasons for the collapse of the Soviet Union. It is presented in a web-posted entry of Norwich University Online Articles, “[Exploring 5 Reasons for the Collapse of the Soviet Union](#).” Rather than providing the lengthy box as shown in the first book, what follows is some highlights based upon the interpretation relevant to the potential of America’s Third Revolution, expected to be in the nature of America’s Second Revolution (the peaceful transformation from a confederation to a federation) a restructuring of *The Great*

Experiment to better accommodate the commonality of interests of the people of the sovereign states that declared their unalienable rights in the Declaration of Independence.

So here is what is in the first book of the trilogy designed to deal with the restoration of American Democracy in pursuit of the ideals articulated the Declaration of Independence, but by happenstance may give clues to the fears that has the democracies will undermine his control of the Russian autocracy:

1. The ideological purity tied to Marxism was embedded in the early Communist leadership but did not endure in successive Politburo leadership.
2. Starting in the 1960s and 1970s, the wealth and power of the elite among the Soviet leadership, in contrast with the starvation of millions of average citizens, created a backlash among the younger generation.
3. In the 1980s, the rise of American armaments with nuclear weapons and the Strategic Defense Initiative that could destroy incoming missiles put pressure on the Soviet economy that was already under pressure due to declining oil prices.
4. The previous leader of the Soviet Union, Mikhail Gorbachev, came into power in 1985. His vision of reform was led by two ideas: perestroika and glasnost. Perestroika was “to move towards a hybrid Communist-Capitalist system, much like modern China.
5. The Soviet Union, structured with 15 radically different republics, had a great diversity in ethnicities, languages, and cultures. The bullying of ethnic minorities added to tensions.

So here is an interpretation of the potential relevance for Putin’s thinking:

1. What is his ideological purity? His playbook undermines democracy in favor of an autocracy, or a plutocracy at best. The threat of retaliation for invasion to include inflicting loss on wealth of Putin and his close colleagues is not the least of his concerns of the unspecified threats if he invades the Ukraine’s territory.

2. The unspecified threat of retaliation if he invades the Ukraine would be highly destructive of the economy. That would generate a backlash against the elite, even if their wealth is substantially eroded.
3. Putin's negotiations call for a reduction of American armaments in the European arena. Indeed, the strategy may focus on American involvement in European democracies as well as what he sees as an expansion of NATO.
4. It appears that Putin's idea of reform is the restoration of the Soviet Union, or at least as much as he can get. A glance at the historical patterns indicate that restorations are not likely. Consider the Roman Empire, the golden era of Islam, the British Empire, Nazi Germany.
5. "The bullying of ethnic minorities added to tensions." Valdemar Zelensky, the president of the Ukraine, is trying to downplay the threat in part because of the pursuit of domestic tranquility, but in part because it damages the economy's access to finance. Consider that sheer power may not be enough for very long.

Although one scenario is that a quick strike could take control of Kyiv and install a successor, Putin is an excellent strategist. Using a minimax approach, one can raise the stakes high enough to intimidate the opponent so that the battle has stakes beyond what the opponent is going to risk. His attempt at more than was realistic has been countered.

He will likely walk away with something that he can use to claim success. His ideology is power and control. He is not likely to go for broke to gain more territory. At stake is the wealth of the plutocracy and the risk of rebellion of a population that would lose a significant portion of its economic well-being and be motivated to transform the source of authority from hierarchal structure with the leadership that is in a quest for power through territorial restorations to something approaching a democracy.

That transformation has been occurring.

Territorial Control for Quality of Life

Quality of Life in Nature. Quality of life in nature starts with the preservation of life. That preservation requires energy, the source of which is nutrition. Nature pursues some semblance of balance with what may be viewed as a hierarchal food chain of predators.

When the balance of nature is disturbed by the absence of the predator, the species expands until either it is constrained by the scarcity of its food source, or some destructive environmental condition. The character of the quality of life is heavily dependent upon the environment. Each species has its information system that will influence its expenditure of energy to improve its quality of life. The nature of the species impacts its mobility.

Human beings generally operate on the premise of being at the top of the food chain. Reality sets in when a pandemic and science reveal that human beings are a source nutrition for minuscule forms of life that historically thrived as predators on rodents and other energy sources. We have mentioned the pandemics of earlier eras that had lesser advances in science available for defense.

The territory is important as it influences the quality of life. Human beings believing that they are at the top of the food chain and that the planet was made for them have failed to respect the nature of nature, and eroded its health not paying sufficient attention of how it was evolving over time. We humans, have the capability to watch where the puck is going, and more importantly the planet is going; but have not done well.

The information we utilized, and the science we developed, has had an exceptional tilt towards how we feel in the short run. Additionally, our science has focused on predictability of outcomes and consumption of goods and services rather than quality of life.

The Global Experience. Quality of life for humans has been heavily impacted by resources available within the accessible territories. The rise and fall of empires have to deal with the quality of life pursued, and for whose benefit. The rise of empires has to do with the pursuit of power generally through the acquisition of control over territory and that in some degree over the population. The fall of an empire may be because of a rival expansion. It may also be because the population of the territory has decided to

overthrow those in power in order to gain some control over their quality of life.

The brief discussion of the environmental evolution and the organizational structure of society relative to territorial control has taken a heavy tilt focusing on the last few centuries. During that time, globally the transformation increased the self-organization of sovereign states with the tilt away from hierarchal structure. That is what the discussion of *The Great American Experiment* is about. It pioneered about a quarter of a millennium ago, a short time in the history of human beings; and is now in serious danger.

As a nation, we made great progress, as did others in the WEIRD group. The box that follows is from this booklet's second chapter.

Psychologically Peculiar West. The opening sentence on the flyleaf explains the use of the word WEIRD, in caps. It is an acronym for Western, Educated, Industrialized, Rich, and Democratic. The second paragraph on the flyleaf of the Henrich book is as follows:

Unlike much of the world today, and most of the people who have ever lived, weirdest people are highly individualistic self-obsessed, control-oriented, nonconformist, analytical, and trusting of strangers. They focus on themselves-their attributes, accomplished this, and aspirations-over their relationship and social roles.

Russian President Putin has serious concerns that his country is in danger of becoming democratic. He is playing a brinkmanship game because he saw some other former Soviet Republics, having been freed from the Soviet Union by its collapse decades ago, not only become democratic, but joined NATO. Clearly, he wants to stop the West's progress in pursuit of democracy; and is trying to draw the line at the Ukraine.

There is great uncertainty as to what will unfold, especially because of contingency. Although unforeseen events do occur, there are some situations in which the consequences can be extreme, especially if patterns that evolved generated high-sensitivity, such as the conditions that existed when an assassination triggered the start of World War I.

The transition after the collapse of the Soviet Union led to a heavy concentration of wealth. The old ideology had faded and what there is of a new ideology seems to be concentration of wealth and protection of territory. Putin has an inner circle with concentrations of wealth and pursues policies designed for his legacy. That has taken him to a game plan where he wants the populace to believe that they are better off than the Democratic West and to be defensive against the expansion of democracies in Europe. It also appears that he wishes to neutralize the military and political power of the United States.

The alarm is sounding. At threat is a standard of sovereignty of nations over their territory and their future. While Russia has proceeded in pursuit of territorial expansion and influence toward what was the Soviet Union up until three decades ago, over that same period of time, the example of *American Democracy* as *The Great Experiment* has been eroding.

The success of Tunisia that launched the Arab Spring, is still a work in progress. A few other Arab nations started that path but they regressed. Failed states abound, the latest being the Lebanon failure attributable to its leadership corruption of the state resulting in a destroyed economy.

There is a regression from the progress of self-organization, as in democracies, towards concentration of power in which the focus on quality of life is for the elite, not the masses. The alarm is not for a danger to Communism; it has already failed. The real danger is for capitalism, because it is failing in the quality of life the vast majority of Americans with the tilt towards the wealth of a very small portion of the population.

The Domestic Experience. This takes us back to our domestic experience, the substance of this treatise. Our domestic experience will be impacted by what develops in Europe with Putin's efforts and

the NATO response. Contingency may arise with an event that results in a European war that paves the way, or deters, the expansion of China under Xi Jinping's leadership.

Conservatism is an excellent contender for the roots of a bipartisan democratic system, as is liberalism. The difference is the parameters set by the population in their minimax strategy. That has to do with the criteria for the extent of risk that is tolerable for a pluralistic structure in a democratic republic.

We need a better understanding of the systems involved in our *Great American Experiment*. We have done well with the physical sciences; but we have neglected the social sciences and humanities. We are paying a heavy price for that neglect with a multiplicity of crises, some of which could have been avoided. Even those that could not have been avoided might have been mitigated had we known more about how the systems we operate work and had there been a sufficient morality and integrity, as well as the knowledge to be able to play long game quality of life with the equality of opportunity.

The Republican Party was founded in that pursuit, and did a good job for several episodes, but it tilted towards the property pursuit in the rivalry for the pursuit of equality of opportunity. Then it was hijacked. The Democratic Party started with the protection of property, in the form of human beings as slaves. It took a long time after the Civil War for its transition to the liberalism as a counterpart to the conservatism. It takes at least two parties for democratic republics to exercise the discipline necessary to protect the unalienable rights claimed in the Declaration of Independence.

In the next three chapters, this educational innovation is pursuing the process of increasing the quality of knowledge that will facilitate our making better choices in playing the long game. We are looking for help for those who as children when given the choice of one marshmallow now, or two marshmallows later, makes the better choice for the long-run, not only for themselves, but also for the society upon which our quality of life depends; especially a liberty and justice for all, not just for a few.

IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?

CHAPTER 4 - IT IS TIME FOR A NEW DESIGN

Values Eroded

The Rule of Law Expectation

The Foundational Values. We need to return to our foundational values, starting with the rule of law in a federation of sovereign states. The outrageous claim Donald Trump as the then President of the United States of having absolute control, in the closing and opening of economic activity for all 50 states (in dealing with the pandemic), met with such quick correction that he retreated with a finessed position of cooperation. His potential of using leverage in dealing with other aspects of the battle, especially related to critical supplies for treatment, was thinly disguised with the claims of cooperation. Along with the rule of law, there was the erosion of the norms of behavior ordinarily expected of those who possess disciplinary powers in a free society.

The structural design of the Constitution is a fine approach. Its implementation, however, failed during the Trump administration, in part because of his intimidation of the Republican Senators who failed to see the survival of American Democracy as more important than party power. The starting point for the failure in implementation was Trump's disregard for the truth, his use of tactics to intimidate people by going beyond the bounds of propriety and law, and placing his personal and professional interests ahead of the interests of the nation.

The Constitution's provision for oversight of the administration by the legislative branch of government provides for an impeachment process by the House of Representatives, and the trial on the charges by the Senate. Each and every one of the Senators took an oath that "in all things appertaining to the trial of the impeachment of Donald J. Trump, now pending, I will do impartial justice according to the Constitution and laws." The Senators took that oath twice, and the second impeachment would not have been necessary because the invasion of the Capitol building by the insurrectionists on January

6, 2021 would not have occurred had enough of the Senators honored their oath at the first trial. At that trial they didn't even allow a witness with firsthand knowledge of the events leading to the impeachment by the House of Representatives.

The implementation of the process for congressional oversight of the administration comes into question as we consider the erosion of values and the co-evolution of our political leadership and general welfare of our society. The dysfunctionality of the Congress as the legislative branch of government has reached the point where the tribalism has destroyed realistic bipartisan legislation.

The Abuse by the States. Both political parties are abusing the application of rule of the law by gerrymandering. Although some states utilize independent third parties in order to redesign the districts for state and federal elections of representatives, some states redistrict on a partisan basis. Such redistricting is structured to favor the party in power by one or both of two methods. The first is to concentrate as many of the opposition party voters as feasible into as few districts as feasible. The second is to thin out as much of the remainder as feasible in order to avoid swing districts.

A Legislative Hurdle. A legislative hurdle is created when the political parties place their interests above the interests of the nation as a whole. This is furthered by the elected representatives placing their professional interests above the interests of their constituency. They overlook their role as a fiduciary representative; not simply as an elected representative. That may well be too much to expect from a politician; but not from the statesman or physician. The problem may be seen as having to deal with human beings.

The next crisis is under development because of the Republican Party, at various levels, under the leadership loyal to former president, Donald Trump, is exploiting the legislative process to maximize the political power of the party, especially in primaries where the opposing party has been neutralized. The result is that the elected representatives are captive to the party, and are restrained from crossing the aisle for legislation that they believe will be beneficial to their constituency.

The conviction of Derek Chauvin on two counts of murder, and one count of manslaughter of George Floyd could have been a sufficient

stimulus for some action by the Senate on the legislation passed by the House of Representatives that would make significant progress in what may have been an inflection point in civil rights legislation.

The values essential for a successful bipartisan legislative process in a constitutional democracy have been eroded because the Grand Old Party has morphed into the Trumpian Republican Party in pursuit of power at the expense of health and welfare of the population. The health and welfare of the population as a whole is a goal of American Democracy. Individual rights and the constitutional protection exist. The range of choices has limited the pursuit of the common good and calls for obeying the law in spirit as well as technical observance not designed for evasion.

That pursuit of the common good calls for a social contract that includes the rule of law and the development of an asset known as social capital. The tragedy of the commons illustrates the necessity of creating rule of law if social capital is not sufficient.

The Self-Organization Potential

Social Capital. Social capital is an asset that emerges from a network of people that have a commonality of values. It operates through abiding by norms fulfilling trust. There is a discussion of social capital in the second chapter (The Paradigm Used) of the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. The box that follows contains an excerpt starting on page 33.

It is the rise and fall of social capital that is part of the framework used for discussing the evolution of American Democracy as an institution for a sovereign nation state. Other democratic nations, and other nations aspiring to the benefits of democracy, build upon their indigenous social capital for their evolving structures.

Application of the Concepts in the Twenty-First Century

The social capital concept is used by Francis Fukuyama in his 1999 book, *The Great Disruption: Human*

Nature and the Reconstitution of Human Order. In it, social capital is defined as “a set of informal values or norms shared among members of a group that permits cooperation among them [p. 16].”^{vi} Two pages earlier, he notes the following:

“Indeed, social scientists have recently begun to refer to a stock of societies’ shared values as social capital. Like physical capital (land, buildings, machines) and human capital (the skills and knowledge we carry around in our heads), social capital produces wealth and is therefore of economic value to a national economy. It is also a prerequisite for all forms of group endeavor that take place in our society...”^{vii}

That quotation is in a paragraph that followed a discussion of how both the Left and the Right wanted to “free the individual from restrictive rules.” For the Left it was a variety of traditional values; for the Right it was limitation on what they could do with their property. The paragraph from which the excerpt was taken started off as follows:

“As people soon discovered, there were serious problems with a culture of unbridled individualism, where the breaking of rules becomes, in a sense, the only remaining rule. The first had to do with the fact that moral values and social rules are not simply arbitrary constraints on individual choice; [34] rather, they are precondition for any type of cooperative enterprise.” [The second serious problem is noted in the box that follows.]

The second problem with a culture of intense individualism is that it ends up being bereft of community. A community is not formed every time a

group of people happens to interact with each other; true communities are bound together by values, norms, and experiences shared among their members [pages 14-15].

The trilogy's first book is posted for review and comment. The use of extensive citations is part of the innovative process designed to facilitate motivated learners delving deeper. The presentation serves as a quasi-review of the book focusing on selected topics. Accessing the full book requires a password. The system was designed to provide access by the hundreds of authors cited in the trilogy. Others who wish access to the books for the purpose of preparing written reviews and comments may submit the request by email.

Social Contract. The social contract goes beyond the social capital in that it codifies into law specifying the rights and obligations of the people in the territory covered. It starts with the physical protection of the people and their property by the government within the various territorial divisions. That physical protection for American Democracy is by the world's most powerful military force.

The United States of America was formed from a confederation of sovereign states that delegated authority to a federal government, reserving the other governmental rights to the states. The concept of social contract became popular during the Enlightenment; a time during which the source of authority in many countries was beginning to be a transformation from a hierarchal authority to self-organization. In both cases the merits of the social contract started with welfare of the populace.

By happenstance, at the time of this being drafted the social contract among sovereign states is being tested with the threat from Russia of the invasion of the Ukraine, another sovereign state. The issue is the respect for territorial boundaries and the concern of the Russian president, Vladimir Putin, that the Ukraine will within time become part of NATO. President Putin in his pursuit of protection of a hierarchal structure headed by plutocrats against the

perceived threat of democracies, is attempting to negotiate a firm agreement that NATO that will not expand to include the Ukraine. He is also concerned with the potential of American participation in the protection of democracy as an institutional relationship in competition with totalitarian regimes.

How that crisis will evolve is uncertain; although there is a chance that there may be a war in Europe greater than anything we have seen since World War II. Make no mistake, although the Soviet Union collapsed decades ago, the erosion of social capital social contract has been taking place in the relationships between Russia and the West. Additionally, the expansion ambition of China under Xi Jinping is likely to be influenced by what unfolds in Eastern Europe.

Sovereign control of territory is operated in a wide range of structures. What has just been alluded to is a rivalry between democracies and autocracies political systems with different social contracts. There are wide differences comes to human rights, but the differences narrow when it comes to commerce. The expansion ambition of China under Xi Jinping and the expansion ambition of Russia goes beyond control of territory to include influence on other sovereign states; commercial influence as well as political influence.

There is a lot more to discuss. However, our focus is on a redesign of our domestic operations. The box that follows provides a clue to the relevance of social capital and social contract on the global scale.

The pandemic provided the great disruption in global trade. Part of the fallout was a surge of inflation. A longer-lasting fallout will be a restructuring of global commerce. Domestically, the outcome will be an increase in production at the expense of imports. The increase in the reliability of supply will be a favorable offset to the problems of volatility.

An invasion of the Ukraine by Russia would be devastating to Russia's foreign trade because sanctions would isolate Russia from some networks for financial transactions. That would be in addition to the likely shutdown of potential for

the Nord Stream 2 pipeline and whatever trade would be interrupted if the war expanded farther into Europe.

The Asia-Pacific region is a target for China's expansion. China would be emboldened by a Russian invasion of the Ukraine. The global social capital, such as it is, is in substantial danger of erosion.

In any case, American trade policy in the Asia-Pacific region will be the subject of revitalization, considering that the United States withdrew from the Trans-Pacific Partnership in 2017, and there is a great deal at stake in trade and political rivalry.

Some results will be in the form of formal agreements that fall within the same genetic category of social contract. There is a lot of room for the development of social capital on a global basis.

The previous few chapters have provided some background for the content of the website, Declaration Era Educational Press (DEEP). It is part of an educational innovation designed to assist motivated learners that there is danger to the survival of your freedom and that a civic education is essential to a part of a very broad education to assist you in understanding what you care about and the choices you make that will influence your future.

Our American Democracy that was a post-World War II leader in the advancement of Western civilization has in recent decades had its leadership role eroded. At the same time, the dysfunctionality of the human species has been increasing with a multiplicity of crises, not the least of which have been the pandemic, the global warming, the erosion of human rights, contributing to the endangerment of the survival of *The Great American Experiment*, a cause that has been considered the cause of all mankind.

It is time to rebuild the two-party system. At the end of the second chapter in the discussion of the twenty-first century developments, in the section dealing with Democratic Party, there is a chart that is repeated here:

List of Presidents of United States in 20th Century

[The **20th** (twentieth) century
began on January 1, 1901 and
ended on December 31, 2000]

Republican - **William McKinley**

March 4, 1897 to September 14, 1901 [4½ years total].

Half in 20th century. He was re-elected in 2000 and died in September 2001.

Republican - **Theodore Roosevelt**

September 14, 1901 to March 4, 1909. 7½ in 20th century

Republican - **William Howard Taft**

March 4, 1909 to March 4, 1913. 4 years

= 16 years

Democrat - **Woodrow Wilson**

March 4, 1913 to March 4, 1921. 8 years

Republican - **Warren Harding**

March 4, 1921 to August 2, 1923. 2½ years

Republican - **Calvin Coolidge**

August 2, 1923 to March 4, 1929. 5½ years

Republican - **Herbert Hoover**

March 4, 1929 to March 4, 1933. 4 years

= 12 years

Democrat - **Franklin D. Roosevelt**

March 4, 1933 to April 12, 1945. 12 plus years

Democrat - **Harry S. Truman**

April 12, 1945 to January 20, 1953. less than 8 years

= 20 years

Republican - **Dwight D. Eisenhower**

January 20, 1953 to January 20, 1961. 8 years

= 8 years

Democrat - **John F. Kennedy**

January 20, 1961 to November 22, 1963. less than 3 years

Democrat - **Lyndon B. Johnson**

November 22, 1963 to January 20, 1969. more than 5 years

= 8 years

Republican - Richard Nixon

January 20, 1969 August 9, 1974. 2½ years

Republican - Gerald Ford

August 9, 1974 to January 20, 1977. 5½ years

= 8 years

Democrat - Jimmy Carter

January 20, 1977 to January 20, 1981. 4 years

= 4 years

Republican - Ronald Reagan

January 20, 1981 to January 20, 1989. 8 years

Republican - George H. W. Bush

January 20, 1989 to January 20, 1993. 4 years

= 12 years

Democrat - Bill Clinton

January 20, 1993 to January 20, 2001. 8 years

= 8 years

Republican presidents fifty-two years.

Democrat presidents forty-eight years.

The system has been far from perfect. The nineteenth century brought a dramatic change in the nature of the Democratic Party. The Civil War was a great blemish on *The Great American Experiment* in that it happened, but a great asset in that led to the creation of the Republican Party in a quest for equality of opportunity.

That Republican Party became known as the Grand Old Party, but its tension between pursuit of equal opportunity and protection of property led to a series of financial crises, the biggest of which was the Great Depression. That shifted to the transition of the Democratic Party that in a couple of decades led to a major structural change in the political economy.

The Republican Party was founded on the ideals articulated in the Enlightenment era, even though it was created a century later. But in the last few decades, the quest for power has taken it to a point that it is now seeking a single-party system at the expense of a peaceful transfer of power and the erosion of conservative ideals.

If what was the Grand Old Party does not resurrect in the pursuit of a two-party system, the extremists will be isolated as terrorists and another party will develop, possibly as Progressive Democrats and becoming a rival to a Moderate Democratic Party, restructured to include conservative traditions, possibly with the substantially increased role of private foundational support for equality of opportunity, a greater role of a local government, and a restructuring of capitalism for a more equitable distribution of benefits to stakeholders.

The twenty-first century will have dramatic changes reflecting the Millennial Generation and Generation Z. It might take an additional generation, but the processes underway will alter structure, and the evolving structure will alter process.

It is essential to get educated to understand the system and processes, and what you need to care about in order to be free. That will help you make your choices.

Theft of the Grand Old Party

Conservatives arise! Your Grand Old Party has been stolen. It is time for a Grand New Party; a party with the conservative ideals applicable to modern reality. Your brilliant decades-long move towards concentration of power, especially with federal judicial lifetime appointments went too far resulting in an unintended consequence: **the endangerment of democracy**. The major flaw in the strategy is that for a free society to survive, you need at least a two-party system.

With one notable exception, the behavior of the Republican Senators in the first impeachment trial of the then President Donald Trump was shameful. Only one Republican Senator voted for testimony by witnesses that could provide relevant information with firsthand knowledge of the president's behavior with regards to the articles of impeachment. Even though it was a foregone conclusion that there would not be a two thirds majority resulting in conviction and removal from office, at the very least there should have been a timely presentation of facts relating to the president's behavior.

The idea that even if guilty, the crime would not rise to the level of impeachment, the skipping of a process that could lead to a reprimand

had a significant consequence. The skipping of a process emboldened the president to a point where he had not only increased his lack of due diligence, but he gambled with the lives of people in order to restore economic activity at a pace helpful to his reelection. It his linear thinking, he overlooked that the results of his mishandling, not only in preparations for potential epidemics, but in neglecting action once the specific danger became obvious. The results of his role, playing on the matter of the division of authority with the governors, may well have contributed to defeat in the November election.

In any case, the source of power for discipline of elected representatives still rests with the electorate, and you, as part of the electorate have the responsibility for preserving your freedom. If you, and enough others, do not act responsibly, your freedom will be lost. That freedom was seriously endangered by the BIG LIE, and the lack of Donald Trump's commitment to a peaceful transfer of power. His future with what had been the Grand Old Party is uncertain, except at this point it appears clear that he has not given up his quest for power and self-aggrandizement.

Consider that Senators are elected for terms of six years, they are also accountable to the electorate. Without that accountability to the electorate, and its wise execution, our democracy will not survive. The same is true for the accountability elected representatives to House of Representatives. The 2022 midterm elections will be an indication of the pace of change in progress towards the statesman the ideals articulated in the Declaration of Independence. Losing freedom is easily done. Regaining freedom is not only more difficult; it can be very dangerous.

Politics and Values. Politics and values are issues on both sides of the aisle. The electorate deserves the information so that it can properly exercise its authority. In the case of the Mueller Report, there were at least 10 cases that could have been considered for an article of impeachment on the basis of obstruction of justice. The Mueller Report cited them, but since the Justice Department felt constrained by policy not to pursue indictment of a sitting president, it was up to the House of Representatives to pursue justice.

What It Took to Move the Democrats. It was a political decision on behalf of the Democrats not to pursue an article of

impeachment on the obstruction of justice issues unless there was bipartisan support. Although an article of impeachment based upon the evidence uncovered in the two-year investigation may well have the same result as the two articles did in the Senate, the public had the right to know what went on in the Russian interference case, just as it did in the case of President Trump placing his personal and political interests above the nation's interest in pressuring the Ukraine to undermine his most likely political opponent in the next election.

What It Will Take to Move the Republicans

Adapting with the Changed Environment

Your vision of the future will impact the choices that you make. The outcomes will be heavily dependent upon your choices and the choices that others make. It is the perception of interests that will impact what actually evolves; not as a summation, but as interactions that generate emergent properties of societal structure that impact your well-being. If your level of consciousness has not been aroused enough to seriously pursue an understanding of reality, then it is not reasonable to expect you will necessarily make choices that are for your long-term best interests.

Personal Freedom is in Jeopardy

Many Republicans underderstood that their personal freedom was in jeopardy voted for the presidential candidate nominated by the Democrats. Even under the successor administration, Donald Trump's behavior out of office is jeopardizing democracy.

The Democratic Party has started its redesign. The Rust Belt disaster could have been avoided if the leadership of the Democratic Party had conceived of a counterpart to the G.I. Bill to deal with the transition of the economy from the Industrial Revolution to the Information Revolution. In failing to deal in some effective way as to how the transition would affect all of the people, they lost the blue-collar workers to the Republicans.

The Democratic Party leadership may have also made an error in not immediately pursuing an article of impeachment upon the completion of the Mueller investigation. It was clear that there were at

least ten cases that warranted congressional investigation, especially since Mueller complied with the Department of Justice policy in which it was beyond the authority of the investigators to provide an indictment. **The signal of the House of Representatives was clear.** The case here is that an article of impeachment was warranted even though it was destined to fail when it came to conviction, using the standard of not having bipartisan support. It seems obvious that the subpoenas would be blocked, but the value of the pursuit of justice should have been pursued even though it had potential damages to the Democrats in the political arena. The electorate is entitled to know the truth, and when that pursuit is denied, public knowledge of the abuse of power is denied. **If the electorate can't figure that out, then it doesn't deserve to live in a free society.**

The misrepresentation of the findings of the Mueller investigation by the Attorney General, selected by the then president, also diminished the opportunity for the education of the populace for the truth of what went on. The political decision not to proceed on what should have been the first article of impeachment, obstruction of justice, is understandable. However, the public is entitled to know the truth; soldiers risk their lives in defense of the country, and politicians should risk their careers, when necessary, in defense of the country. But, we are short on statesmanship throughout our political system.

When former President Trump delayed the dispersal of funds authorized by Congress for aid to the Ukraine, while asking for a favor, the action led to his impeachment by the House of Representatives. The trial by the Senate of the impeachment of President Donald Trump was an embarrassment to our institutional arrangements when the Senate would not permit witnesses.

The key witness would have been John Bolton, who according to Fiona Hill in Congressional testimony said that “Bolton had disassociated himself from what he viewed as the Trump administration’s effort to pressure Ukraine into investigating the President’s political rivals [Wikipedia].” Wikipedia further reports details of obstacles arising from John Bolton’s refusal to testify before the House committee investigation, but a willingness to testify at the Senate trial if subpoenaed.

It would take fifty-one votes in the Senate to permit the testimony of a witness with firsthand knowledge regarding the charges in the articles of impeachment. Testimony was not permitted, and Donald Trump was further emboldened in his pursuit of autocracy.

The Potential for Statesmanship

Our Constitutional Democracy

Declaration of Independence. Our constitutional democracy emerged from the Declaration of Independence. It was predicated on the pursuit of justice in obtaining unalienable rights. The first ten amendments to the Constitution provide protection to individuals in their pursuit of those rights. Apparently, that protection is limited by the abuse of power in some state legislatures to impede their right to vote and then their representation.

In addition, although the matter of responsibility for the elected representatives is dealt with in the elected representatives taking an oath to support the Constitution, the performance by some representatives is lagging. On January 6, 2021, a joint session of Congress was underway as part of the process of peaceful transfer of power from one elected president to the successor. It was interrupted by an assault on the Capitol building in invading and disrupting the elected representatives in the pursuit of their responsibilities. We have yet to learn of the nature and extent of participation by some elected representatives in facilitating the attack on the constitutional process.

The House of Representatives proposed an independent commission, akin to the one created to investigate the September 11, 2001 terrorist attack in New York and Washington, D.C. that took about three thousand American lives. It was not created because of the opposition by elected Republican representatives; even though the Speaker of the House of Representatives found their proposed modifications acceptable. As an alternative, the House of Representatives created a Select Committee to investigate the January 6, 2021 attack on the constitutional process.

The Republican leadership in the House of Representatives was requested to submit five names to serve on the committee. The

minority leader in the House submitted five names, two of which were rejected for cause; the cause of being related to what appeared to be their support for the insurrection. The minority leader of the House of Representatives withdrew all the names.

In the absence of the cooperation of the minority leader of providing two alternative members, and considering that he withdrew the other three nominations, the Speaker of the House selected two other Republican members of the House of Representatives.

One of those two representatives, Representative Liz Cheney, serves as vice chair of the committee. The former president, Donald Trump, is backing an alternative candidate for her district in the primary elections to be held prior to the midterm elections in November 2022. The other Republican Representative in the House of Representatives, Adam Kinzinger, has decided not to run for reelection, but will continue to pursue the constitutional ideals of our democracy in a venture yet to be determined.

It appears that the vast majority of the Republican elected representatives in the House and Senate are not interested in pursuing the truth to understand what was behind the attack on the Capitol on January 6, 2021.

It is reasonable to expect that some legislation will emerge designed to protect the process of a peaceful transfer of power in the tradition of our democracy.

It is also reasonable to expect that the investigation will reveal enough of the truth of what was behind the attack to hold those responsible, and to deal with the causes with such legislation as is appropriate for the federal government.

The Declaration of Responsibility. It is not too much to expect that the findings of the investigation will reveal the truth of what was behind the assault on the Capitol. However, the source of authority in our democracy is the voting public. As such, the elected representatives need to be held accountable by the electorate.

We learned a great deal from our experience with the pandemic, or at least we had an opportunity to learn. When we hear a great deal about “my body, my rights,” we hear very little, or nothing, about “my responsibility.” The earlier discussion of values eroded included some discussion of social capital and social contract. We

will deal with that again in the next chapter that is focused on creating a new design.

For this chapter, we are looking for the seeds of developing statesmanship starting with the accountability of the elected representatives as rooted in the responsibility of the electorate. When we start to hear “my responsibility, my cooperation” we will see that there is an understanding that one’s quality of life is heavily dependent not only on one’s choices, but on choices of others. Furthermore, those choices depend not only on the quality of knowledge possessed by the electorate, but also about their caring about the impact on others, individually and/or collectively.

We will be dealing with this not only as we update the appendix with developments during this administration, and especially with the findings from January 6 Select Committee, but also as we develop the rest of the website.

Starting with Statesmanship. The potential for statesmanship in the White House has been enhanced by the election of Joe Biden to the office of the President of the United States. His statements as President-elect made clear that he will serve as president for all the people, not just those who voted for him. It was reasonable to expect that the dual debacle underway would reduce the tribalism as much of the population binds together to restore some semblance of pluralism. It was also reasonable to expect that the hard right Republicans would delay the process. The behavior of Donald Trump when president, and after losing the election, is obvious enough for some his supporters to reassess his merits as their leader. Republicans, who still have conservative values may realize that they will need to take their party back if they want a constitutional democracy.

The future of American Democracy will be heavily dependent upon the Republican Party finding leadership in the tradition that it developed with Abraham Lincoln, Theodore Roosevelt, and Dwight David Eisenhower. It had a chance at the time of the recent turn of the century, with Colin Powell or John McCain. There are, or will be, additional potential leaders who have the values and leadership potential. They will, however, need education in the tradition of those who designed the Constitution, but supplemented with

nascent disciplines essential to integrating an understanding of the multiplicity of crises the nation faces.

There is a great challenge of saving and redesigning what remains of our constitutional democracy. It was founded as a *Great Experiment*, American Democracy, with the D now capitalized by some people because it may be viewed as a proper name for the entity that was designed to facilitate a pluralistic society. That pluralism is an essential in a free society.

Pursuit of a single party government, denying an alternative that exercises discipline is a road to failure for what was designed to be a constitutional republic. If the Trumpian Republican Party gains presidential power again, and destroys the system for voter discipline in a free society, it would likely remove the peaceful path for return to what we now consider to be a constitutional democracy.

There is the great challenge of saving the design of a two-party system. The traditional conservative Republican leadership would be well advised to read Danielle Allen's latest book, *Democracy in the Time of Coronavirus*. She discusses, in lay language, a somewhat similar approach to what we have been discussing. We have been using the terminology of nascent disciplines dealing with complex adaptive systems. That is designed to facilitate the motivated learner delving deeper.

Although her view for dealing with the pandemic, even as it becomes an endemic, may be viewed as liberal, the constitutional democracy also works well for conservatives, if they really understand the federalist structure designed by those with divergent views in constructing the Constitution.

The major element in the difference in views between conservatives and liberals may be viewed as considering the downside of a minimax strategy. The conservatives historically chose to rely on tradition, in one form or another, with lesser reliance on the authority of government. The liberals historically were willing to take the chance of higher risk through collective action by social contract and/or building social capital. At least, that's how the fundamental differences started, but the evolution has shifted with quests for power through altering the structure at the expense of eroding the Democratic process.

We will be analyzing the future of our democratic society with a focus on process leading to structure and structure influencing process. We have been heavily relying on analogy derived from human biology for applied to a societal structure that includes the principal organs in the realm of economics, political science, and sociology. However, we are blending in territorial dimension in the evolutionary perspective of what will be then based upon what we do now.

We've been using the pandemic as a case study, and are providing a substantial appendix in order to delve deeper. The Danielle Allen latest book, *Democracy in the Time of Coronavirus*, presents a blending of disciplines for a holistic approach focused on the political dimension.

The Pandemic as a Case Study. Here is the beginning of what amounts to a book review of that book which is sharply focused on three components of what we would include as an interdisciplinary team with broader coverage. The three components are classified as kinds of problems, referring to “a health problem, an economic problem, and the political problem.” That is on the opening page of the first chapter, *Democracy in Crisis*. The section is titled *The Problem to Be Solved*. The focus of the book is the political problem.

The analysis of the approach taken identifies two intellectual mistakes. The first is what we would we would call a linear analysis. It is “...the assumption of a trade-off between protection of health protection of the economy...” The book deals with that discussing “integrative policymaking and judgment.” That refers to looking at the three problems by blending of disciplines into a single organic system that may be analyzed using a team effort rather than outsourced discipline expertise.

We discuss that on the DEEP website recalling the example of the team development for getting a man to the moon. We have referred to agent-based modeling is an analytical method for dealing with the interactions in a complex adaptive system. There is a lot more that could be provided to this incomplete book review. However, at this point the reviewer simply notes that the succeeding chapters in the book discuss the reform leading to a design “for healing our social contract.”

The *healing of our social contract* is among the critical concepts in the Allen book, along with what is described as “*integrative policymaking and judgment*.” As just noted, that refers to looking at the three problems by blending of disciplines into a single organic system. That may be analyzed using a team effort rather than outsourced discipline expertise.

Believe it or not, this website is nonpartisan. Indeed, the analytics facilitate a rebuilding of the Republican Party to return to its origin in America in the nineteenth century, but building upon the conservative origin in the eighteenth-century as part of the Enlightenment era that gave rise to our democracy

This revision of the overview booklet for the trilogy and the website continues with noting that it is time for a new design, not only for our political system, but also for our education system. That new design would certainly incorporate the content of the Allen book. It goes farther because it is designed to the multiplicity of crises that are threatening the survival of our democracy. It is moving on towards a New Age of Enlightenment; one that integrates the humanities into the social sciences. It is likely to take a generation or two, assuming it is pursued.

In any case, we are dealing with process that leads to altering the structure. What we are facing is the Trumpian Republican Party’s pursuit of power to control structure in the creation of an autocratic system of a single party.

Making progress facing obstructionism is among the greatest challenges for the new administration, especially as we proceed in efforts to recover from the a multiplicity of crises. The preferred resolution of the multiplicity of crises dilemma is heavily dependent on perspectives. The COVID-19 crisis has generated a an additional crisis, the potential of a global recession. The focus here is from perspectives in the United States, especially related to health and the economy. An additional force that would generate a global recession, is an invasion of the Ukraine by Russia. And, as if that’s not enough, a Republican control of the legislature with the intent of obstructionism in pursuit of a presidential election in 2024 could cripple the administration’s ability to stave off a recession.

The focus here is from perspectives in the United States, especially related to its systematic health as a democracy and to the health of the population. We already have the highest per capita death rates among the Western nations, largely because of a lack of trust existing in the systems.

The dilemma may be seen as the difficult choice between containment (impeding the spread of the highly contagious disease by various policies that reduce contacts) and reduction of economic activity (especially interruptions to employment and business closures). The approach of Danielle Allen in her book, *Democracy in the Time of Coronavirus*, defining the problem as a single problem dealing with “...three kinds of problems... A health problem, an economic problem, and a political problem. The third, the political problem, is the focus of this book.” [See page 1.]

We are examining that approach in the context of going beyond the blending of disciplines and including the time dimension that the *now is the then of* “if we knew *then* of what we know *now*.” That is discussed in the appendix.

A Great Leap Forward. We are examining that approach of blending the disciplines of, health management, the economy, and public policy in the context of using the time dimension that allows for a process evolution to impact our structure. That step is being taken with the next addition to the appendix that will occur after President Biden delivers the State of the Union Address on March 1, 2022. After that State of the Union report, the next section of the appendix will be added. That section of the appendix will be Chapter Six -A Bit Beyond the First Year. It will be written in March. However, as a prelude, what follows is an introduction to the approach.

A great deal depends upon how the problem is defined. Over the last few decades, the nature of our constitutional democracy has evolved to become a struggle for power by, and through, political parties. Our democracy has evolved to become as much of a plutocracy as it is a democracy. The concentration of power by the wealthy has been skewed to the right with the erosion of equality of opportunity for the masses.

The political administrations are still designed to deal with individual problems analyzed in the context of the disciplines

involved. That is especially true of the Democratic Party. The Republican Party has to some degree shifted away from platform with a focus on power, especially with the Trumpian segment apparently pursuing power at any cost.

The return to platforms, and dealing with issues on their merits resulting in crossing the aisle and returning to the process as experienced in the earlier era, is a step in the right direction. However, it is only a step because the multiplicity of crises is rooted in a commonality of sources, the nature of human behavior. But this *Great Leap Forward* exploration is seeking an understanding of the roots of the problem. That problem is rooted in human behavior, influenced by education or lack thereof. Additionally, it is rooted in morality, or lack thereof.

The thesis is that the erosion morality expected in a democracy is at the root of the problem. The analytics have a role to play in facilitating choices as to preferred outcomes. The *drive for power*, however, has abused the democratic process in seeking political power.

This website is an outgrowth the study of the subprime crisis and capital market freeze in 2008, that led to the Great Recession and the global financial crisis of 2008. What evolved from that project was that was not a real estate finance problem; it was a societal problem in which the analytics were undermined by shortfalls in morality. It was simply a power struggle to be able to capitalize on opportunities for personal profit and power.

Regulatory systems had been eroding with greater concentration of power in industry, especially with the information revolution. That was a successor to the Industrial Revolution that evolved from a combination of the Scientific Revolution and the Age of Reason, the latter also known as the Enlightenment.

The great focus was on linear reasoning as in the physical sciences, at the expense of the humanities. As will shortly be discussed, the “vision of secular knowledge service of human rights and human progress” was lost in the struggle for power. It was a tyranny of the majority in the case of France.

The Scottish Enlightenment was led by moderate enlighteners. The French Enlightenment was a great contrast to the Scottish

Enlightenment. It had picked up on the concept of the right to think independently and express views; but it failed when it denied the right for an individual to think independently and express those thoughts.

The entire [first chapter](#) is on the DEEP website. *The Great Experiment of American Democracy* was in the middle ground. It is interesting to note that the founder of conservatism, Edmund Burke, opposed the French Revolution even before it happened; but was in favor of the American Revolution.

Discipline Development

A Historical Perspective

Tyranny of the Masses in the French Revolution. A historical perspective of the fear of the tyranny of the masses is an understandable fear. The Enlightenment era ended with the death of the Marquis de Condorcet on March 29, 1794, according to Edward O. Wilson in his book, *Consilience: The Unity of Knowledge*. This is discussed in the second section (The Two Contrasting Cases) of the first chapter (The Declaration and the Other Invisible Hand) of part one (A Perspective of the Declaration and Some of Its Seminal Ideas) of the third book (*American Democracy: The Declaration, Pursuit, and Endangerment*) of the trilogy (*American Democracy Endangered*). That second section is linked, but the entire chapter is also available from the [face page of BOOK THREE](#). However, here are two excerpts that will facilitate the flow of the historical perspective.

Condorcet was among those who provided the intellectual strength of the French Revolution. At first its “vision of secular knowledge service of human rights and human progress” made a great contribution to Western civilization, but then for France it came to an end. The end came with the death of Condorcet 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.” Wilson 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

After the French Revolution, when the general will overran the rights of the individual, it was the tyranny of the majority that led to the death of the Marquis de Condorcet. When Alex de Tocqueville wrote *Democracy in America*, he expressed concern that there would be a tyranny of the majority. See chapters 16 and 17.

Tyranny of the Masses in the Late Twentieth Century. There are some twentieth-century cases typifying the tyranny of the majority, including Proposition 13 in California. It was a direct legislation by the public limiting property tax, the source of financing for local schools. Considering the complexity of issues, it may well be more sensible to rely on legislative representatives who can get adequate information for proper representation. Part of the problem is that many representatives hold their personal/electable interests above the interests of their constituents. This needs attention with regard to regulation dealing with the source of funding and concentration of power.

The dilemma is a choice between risk of the tyranny of the masses, and the risk of trusting legislative representatives. A very fine quote, relevant to the envisioned role of the Senators is from a source discussed in the previous section (Virginia DeJohn Anderson’s book review of *The Problem of Democracy*) is as follows:

Additionally, the reviewer reports that John Adams took the position, around the time of the constitutional convention that “...a new national legislature must have a senate with ‘illustrious’ and well-educated members serving as a counterweight to representatives elected by ‘credulous’ voters.

The thrust is that at least some of the founders of *The Great Experiment* were expecting more from the Senate in order to balance the interests of the people, instead of relying on the people’s passion, that could be easily misled.

A Better Understanding of The System

Progress calls for a better understanding of the system, if not by the populace, at least by its leadership. **If the leadership does not provide it, the populace needs to get enough of an understanding of the reality of the system in order to focus on their quality of life, and not be sidetracked by leadership's quest for power at the expense of their lives in many dimensions.**

A good place to start forming a more realistic expectation of what can be done is with a consideration of the philosophy of Adam Smith, with his concept of the *invisible hand*. That is best done by using the lens of complexity drawing on nascent disciplines. In so doing it would be obvious that the emergence of the common good from the pursuit of self-interest was an emergent property from what in nascent disciplines is classified as *emergence*.

The first part of discussion that follows is drawn from the second book (*Perspectives for A Sense of Place: Voter Empowerment*) of the trilogy (*American Democracy Endangered*). It is in the book's second part (A Sense of Place in Perspective: Science and Religion), in the third chapter (Emergence Links Science to Religion). It is drawn from the first section (A Background for the New Links), coded as B2c3s1, to be linkable once the relevant review and comment process has been completed. That will be obtainable by simply clicking on the code, B2c3s1 (when DEEP is further developed).

The narrative was constructed by liberally drawing excerpts without the use of quotation marks. After reading about four approaches for linking science and religion, a fifth came to mind from reading about an American philosopher of the mid-twentieth century who used an organic view of linking science and religion. This reading was in the wake of reading another book focused on various interpretations of the *invisible hand* in the late 18th century. That book is titled *Invisible Hands: Self-Organization in the Eighteenth Century*.

The key idea is in understanding that order emerges from self-organization, and it is relevant in modernity for understanding the linking of science and religion.

This is so because the *invisible hand* concept espoused by Adam Smith, and viewed in many variations during that era, suffered from shallow and erroneous understanding of the true nature of

the phenomenon now known as *emergence*. The book that discusses the various views of the *invisible hand* during that last part of the Enlightenment is titled *Invisible Hands: Self-Organization and the Eighteenth Century*. It is by Jonathan Sheehan and Dror Wahrman, two historians approaching the topic from different perspectives, both with a deep “...shared passion for the question of order in the origins of modernity [see page xiii].”

Scientific knowledge of that phenomenon has increased dramatically in recent decades. Some of that science sheds a great deal of light on the relationship between science and religion. That philosopher of the twentieth century was Mordecai Kaplan [link to Book 2] who in discussing salvation equated the religious process generating an emergent property; that could be during the human’s lifetime (or in hereafter) as an organic phenomenon. That phenomenon is a modern counterpart to the *invisible hand*.

The Perspective of Discipline Development

The Application of Nascent Disciplines. Now referring to this project’s application of nascent disciplines, we are using the cutting-edge sciences with the organic analogies to explain complex adaptive systems generating emergent processes. The complex adaptive system deals with nonlinear analytics, so readers who are steeped in linear analytics, but unacquainted with the analytics of complex adaptive systems that operate by their nature in a nonlinear fashion, will need a perspective shift. The easiest way to present that perspective is by use of the lens of nascent disciplines. In an attempt at brevity, the discussion of the *invisible hand* is used as an analogical example of *emergence*. Emergence, as discussed in nascent disciplines, is the concept that the third chapter in the second book uses to link science and religion. More is discussed in [Appendix 3A – Complexity and Nascent Disciplines](#). Mordecai Kaplan’s philosophy falls within that paradigm.

That relationship appeared to the founder of this enterprise in the process of his completion of a draft of an appendix to a treatise titled *American Democracy: The Declaration, Pursuit, and Endangerment*. The appendix is titled “Commentary on Invisible Hands.” The book, *Invisible Hands*, is of interest because in the opening chapter of the

treatise is titled “The Declaration and the Other Invisible Hand.” In that chapter, the position taken is that “The *other invisible hand* operates in the realm of evolution of societal structure as an organic entity producing a changing level of social capital as an emergent process.” This is cutting-edge science, so as the links are developed, and apps are provided, delving deeper will be facilitated. In the meantime, the trilogy is designed to facilitate a better understanding of the system using the lens of complexity as it fits in the development of line of reasoning in the various components of the trilogy, and the supporting material.

Kaplan, early in the twentieth century, was at the brink of complexity science but was at least a half-century too early for being able to explain the link in terms of the now nascent disciplines. This is similar to the scientists and philosophers in the eighteenth century being a couple of centuries too early to explain the workings of the invisible hands since they were enthralled with linear analytics.

The third chapter of the second book identifies a fifth model linking science to religion based on nascent disciplines dealing with self-organization and emergence in complex adaptive systems. It does so drawing upon recent literature applicable to the transition from the Enlightenment to modernity especially discussing the *invisible hand* concepts.

The Emergence of A New Tyranny. The emergence of a new tyranny can be seen by the behavior of Donald Trump starting with his campaign and early behavior in office that could have led to an indictment of him on charges of obstruction of justice, if the Department of Justice did not have a policy against indictment of a sitting president. The at least ten instances cited by the Mueller report could have been grounds for the investigation and ultimate passage by the House of Representatives of an article of impeachment based upon *obstruction of justice*. Without bipartisan support, the democratic leadership was not prepared to pursue the impeachment process, until the violation of the nation’s national security interests were compromised for political purposes. The violation was so blatant that the House of Representatives had no option.

According to the Constitution, 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. Donald Trump's first impeachment was only the third in the nation's history. It 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 then had 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 lack of conviction, or even a reprimand has so emboldened the president, that we have new evidence of evolution towards tyranny.

The new evidence is the gross mishandling by the administration of the pandemic under the leadership of the then president of United States, Donald Trump. The trend towards the concentration of power, is indicated not only by the administration relevant to the legislature, but also by the move towards loss of balance by tribalism between the two major parties. It is further indicated by the movement towards bias in the judicial branch. These other trends are discussed in the trilogy, *American Democracy Endangered*.

The occurrence of the pandemic, and beginning of the recession, both of which will be devastating, will not only reinforce the call for a *Declaration of Reform*, it is indicating that we should consider creating a new design for our societal structure; one that lowers the density population and provides a distribution in the location of the domestic economic activity, and the greater equality of rights in political representation in the reciprocity in the system not so distorted by the concentration of power as to threaten the sovereignty of the United States of America.

IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?

CHAPTER 5 - CREATING A NEW DESIGN

Some Basic Considerations and for a Start

The Nature of the Problem

Homo Sapiens as a Species. In the prologue (The Price of Liberty) to this booklet (*IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*), the opening paragraph of the prologue, posted as a standalone item, is titled “*The Price of Liberty*”, with section heads and side headings, as follows:

Our Greatest Problems

Our American Democracy

The Newest Crisis

A Closer Look at Behavior

The Design Approach

A Look at Redesign

Values in Our Democracy

Some Elements of Design

A short excerpt from the introductory material is in the box that follows:

Our Greatest Problems

An Innately Dysfunctional Species.

Our American Democracy. Conventional wisdom might place the COVID-19 situation in America as our greatest problem. It could be argued, however, that the situation is simply the emergent results of the multiplicity of problems resulting from a single condition, the dysfunctionality of Homo sapiens as a species.

The prologue continues with a discussion of cooperation and competition, with cooperation utilized as an essential element in the scale of protecting territory. In totalitarian regimes the territory is protected with a source of authority emanating from the top of the hierarchy under the leadership of an autocrat who by force protects the territory and controls the population.

In democratic regimes, the source of authority is the electorate having the ability to replace the leadership by an electoral process. There is a global rivalry between autocratic sovereign states and sovereign democratic states. The two largest and most powerful totalitarian countries are China and Russia. Although Russia is largest in territory, China is largest in population and economic power.

For the so-called West, the major concentration of democratic sovereign states is in Europe, with the most powerful single sovereign state being the United States of America, with the USA being a leader in NATO (the North Atlantic Treaty Organization) in some measure because it is the most powerful in a number of dimensions.

Its design is a greater challenge than that of other sovereign states for at least two reasons. It is a federal government with authority as granted by the individual states that formed a confederation that was transformed to a federation delegating authority for the common good. It became a *Great Experiment* because it was structured for pluralism without a central authority controlling religion. It was handicapped because its original design was for the protection against tyranny by the concentration of authority without sufficient powers for dealing with other aspects of the common good.

We are using the pandemic as the case in point to illustrate the need of a redesign. It became the rival to the outdated structure that was designed to protect against tyranny of leadership rather than the tyranny of ignorance of civic responsibility. The infections and death rates were excessive because there was a lack of understanding responsibility for social capital and social contract.

An earlier shortcoming became apparent with the occurrence of the Great Depression almost a century ago. The scale of the problem was so great that the most practical solution at the time was a structural modification by the *de facto* increase in the authority of

the administration. That started a trend that reappeared in recent decades with a lesser reliance on the performance of the legislative branch, and a greater reliance on the administrative branch.

Then, in recent decades there has been an erosion of discipline by the electorate of their representatives who, for one reason or another, are not representing the interests of their constituents. The complexity of the system, and the related issues, calls for an expertise that can deal with longer-term consequences of policies.

Thus, with the exceptionally poor performance of the USA in dealing with the pandemic, that our *Great Experiment*, our American Democracy, as discussed in the prologue to this overview booklet (*IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*) for the timely trilogy (consisting of three book (titled as follows: {1} *Common Sense Revisited: America's Third Revolution*; {2} *Perspectives for a Sense of Place: Voter Empowerment*; and {3} *American Democracy: The Declaration, Pursuit, and Endangerment*), there is a need for substantial reform.

The trilogy started with the book that calls for a declaration of reform. It did so seven years ago. That was during the recovery from the Great Recession, that could have been prevented; in the midst of some foreign policy that was ill advised. It was followed up by a second book (*Perspectives for a Sense of Place: Voter Empowerment*) focused on the electorate. Then after the first year of the Trump administration, what is now the first book of the trilogy was written to heighten the awareness of the danger in which the country was headed.

The Biden administration inherited Herculean problems that included the erosion of our global leadership. It is now being burdened with the new crisis; the territorial invasion of a sovereign state by a country led by an autocrat intent upon restoring a past.

The last four thousand years illustrate the rise and fall of empires. There is little reason to believe the Soviet Union that fell apart three decades ago will ever be restored. Vladimir Putin, the president of Russia, is an autocrat supported by plutocrats, in fear of democracy as it geographically moves closer to Russia. He has pursued negotiating outrageous demands to shield his country from democracy.

There is the potential of an ironic outcome of the invasion by Russia of the Ukraine. It would be acceleration of the time it will take the people of Russia to experience democracy. The start of the discussion of this new crisis is provided in the prologue. As discussed there, it will be followed up in the appendix to this overview booklet.

That appendix is designed to focus on the pandemic as a case to illustrate *Strategic Guidance Towards Improving Outcomes*. It will provide updates in its third part reporting on the Administration's Second Year. The planned additional chapters are as follows:

Chapter Six - A Bit Beyond the First Year;

Chapter Seven - After the Interim Report; and

Chapter Eight -After the Mid-Term Elections.

Additional chapters will include a discussion of the unfolding events.

What is now emerging is a new crisis. The prologue introduces a discussion of the new crisis. The box that follows contains excerpts.

The Newest Crisis

The Last Week in February. The newest crisis, the invasion of the Ukraine, a sovereign state, by Russia, is marked by the violation of global norms of respect for international borders. That disaster has brought unity between a substantial portion of the elected leadership of the Republican Party and the Democratic administrative leadership. It also has impacted a substantial proportion of the voting public that is attuned to the future of democracy being threatened by totalitarian regimes.

The scale of unity has risen to those favoring global democracies as compared to autocracies. Domestically, notably absent are some far right Trumpian Republicans who are in favor of autocratic regimes; and they would like to resume that direction towards an autocracy for what we are calling *American Democracy*, our *Great Experiment*.

Updating will be provided. The excerpt that follows is from the prologue.

The update is scheduled in the form of chapters as part of Part Three of the appendix, *Moving into the Administration's Second Year*. Those chapters are identified as (1) Chapter Six - A Bit Beyond the First Year; (2) Chapter Seven - After the Interim Report; and (3) Chapter Eight - After the Mid-Term Elections.

It is going to take some time after the March 1 State of the Union address for the global situation to sort itself out. Thus, the timing of the sixth chapter is uncertain.

The new design is predicated on developing the capabilities of the source of power, and improving the processes through which the structure of the system is altered. The vehicle is a civic education for the electorate and an interdisciplinary education for its leadership and as much of the electorate and is chosen by the individual.

The source of power in a democracy is assumed to be the electorate, a body composed of a diversity of people with a diversity of interests and identities. These diversities tend to cluster in groups representing one or more of a variety of interests and identities. They may self-organize to become organs in the body of society. As such, they thrive in the use of signals within their boundaries.

These organs interact with other organs of the body. The fundamental process is the same for the societal body as it is for the human body. In both cases, there are multiple levels of networks. In the human body, it is from cells, tissues, and organs to the body as a whole. In the societal case, it is from the first level being the interactions of people as individuals, being micro to the second level being organizations of various types. This macrolevel organization may be represented by individuals.

This analogical approach using human biology for understanding societal biology is extended by integrating the analytics for territorial control and long-term commitment. It is built upon

fixity of location be heavily dependent upon the changing environment for its biological health. Furthermore, it focuses on long-term consequences of current choices because the health of the system in the future is heavily dependent upon current choices and the processes that alter the structure impacting the health of the system.

The reality is that the Western democracies have increased in complexity of the system to the extent that is unrealistic to expect.

In our political system, the processes operate in various forms to create state legislatures and administrations, and to some extent judiciaries. The states are in a pivotal position by creating local governments and serving as an intermediary to the federal government, although in some degree the electorate serves for selecting leadership at the local level and the federal level. That system of representation does not function as well as it should. The interest of the representatives may override the interest of the represented. The electoral process is supposed to provide the discipline by the represented.

The Trumpian Republican Party is undermining the process at the state and local levels by unduly restricting voter participation in the search for power, even at the expense of overriding principles of democracy.

The complexity of the system is astounding because the processes influence the structure, and then the structure influences the processes. Deficiencies in the system abound. As an organic system there are three levels with which problems generated may be dealt with. The first two deal with harnessing complexity by intervention. One of the two is by system design to prevent the problem from occurring in the first place. The second is to intervene in order to provide remedies.

The third is the most efficient; it is designed for self-correction in the system, homeostasis. The human body provides a classic example of homeostasis. It heavily depends upon the health of the system, which in turn depends upon proper nutrition and other elements favorably impacting the quality of life. Abuse of the system may generate cancers that not only threaten health, but also survival.

In the first year of the pandemic over 500,000 Americans have met an early death from the COVID pandemic, a situation that could have been significantly mitigated had the system been better understood by the public and the various levels of societal organization. As discussed in the previous chapter, the time has arrived for an improvement in the design of the system.

In order to facilitate the design of the system, Appendix A - Strategic Guidance Towards Improving Outcomes provides an evolving case study using the pandemic as the case. Its first part, *Foundation for Restructuring for a New Age*, has two chapters: (1) The Pandemic as a Foundational Example; and (2) The Start of Restructuring. That second chapter considers the first hundred days of the new administration.

The second part of the appendix discusses *Most of the Administration's First Year*. It is divided into three chapters: (1) Strategic Shift Announced for the Pandemic; (2) If We Knew Then, What We Know Now; and (3) Saving The Great Experiment.

Since the appendix is designed to provide an updating process to track the evolution of the process as it evolves, the third part, *Moving into the Administration's Second Year*, has yet to be written. It is designed to consist of three chapters: (1) A Bit Beyond the First Year; (2) After the Interim Report; and (3) After the Mid-Term Elections.

System Design for Dealing with Pandemics. System designs have trade-offs, the nature of which can vary widely. In hierarchal structures behavior can be mandated, and control systems instituted. Close control is facilitated where the country has universal health care with a single-payer, use of ID cards that are tracked by location, and in an enforcement system based upon frequent testing and comprehensive tracking of contacts by the infected, and isolation of the infected.

In our constitutional democracy, the federal government has the authority delegated by the sovereign states, with states reserving substantial rights related to behavior control. The diversity provides an opportunity for developing best practices that balance government control with individual freedom. The free movement among jurisdictions provide a problem because the virus has no

respect for political boundaries. There are additional problems with complex adaptive systems.

The *Appendix A, Strategic Guidance Towards Improving Outcomes* utilizes the COVID-19 pandemic as a case illustration for enhancing process and structure applicable to the multiplicity of crises. It uses the pandemic as a case study for a strategy appropriate to improving outcomes, even for other crises.

Issues Impacting the Electorate. We have briefly identified three levels of meeting problems at the beginning of this chapter. “The first two deal with harnessing complexity by intervention. One of the two is by system design to prevent the problem from occurring in the first place. The second is to intervene in order to provide remedies. Failure to adequately perform as discussed in the prologue to this booklet, in the section titled “*A Closer Look at Behavior*” led to greater the difficulty. (See page xxviii from the prologue.)

The greater difficulty necessitated lockdowns that generated a recession and impacted social mobility, as well as altering formats for business and education. This gave state and local governments some hard choices in regulation and the populace some hard choices in behavior.

In linear systems, where cause and effect can be highly predictable because the relationships are stable, strategies will differ with preferences partially based upon perceptions of circumstances and risk aversion. The role of the dice has probabilities, and someone with little to lose may go for broke. With complex adaptive systems, probabilities change as relationships change, and the outcomes of choices are uncertain because the paths chosen for behavior are uncertain. However, patterns emerge that do not produce probabilities because the systems evolve and relationships change. However, patterns evolve and choices may be made based upon expectations of likelihoods, utilizing feelings as well and reasoning.

The pattern for the prevention of spreading can be impeded by frequent washing of hands, maintaining social distance, and wearing masks. Testing and tracing further impede the spread of the virus. Additionally, when the virus strikes, mitigation can

be fostered by treatment, especially using appropriate medication and equipment.

As discussed, the degree of centralized control can make a difference in the process by use of health-card identifications and electronics for tracing location of persons serving as hosts for the virus. The invasion of privacy is a trade-off that could be unacceptable in a free society. Where that balance point is for a free society varies philosophically. But it is exceptionally difficult in a federation of sovereign states and open state boundaries.

Issues impacting the electorate in the 2020 included excessive spread of the COVID-19 infections started with the then president Donald Trump in 2018 cutting back the epidemic preparedness. Then when news came about the existence of COVID-19, he deliberately misled the public as to the situation. Additionally, he not only discouraged the use of masks and failed to use his authority to accelerate the production of supplies for prevention and treatment, except that he did foster the accelerated production of vaccines. Its distribution is another matter.

His focus was on reelection. The readers can make their own estimates of how many people became infected and died, not only as a result of the numerous rallies that he held that were attended by a great many without masks and without observing social distancing, but also by his disinformation and making the mask a political symbol.

Obviously, the use of rallies producing concentration in closeness that obviously spread the disease was fostered by the then president, Donald Trump's pursuit of reelection. The underlying issue is the pursuit of power, not only by the former president, but also from others who will cater to his base in the rivalry for the Republican nomination for president in 2024.

The new administration, led by President Biden, who took office on January 20, 2021, is already doing substantially better than the previous administration in dealing with COVID-19; it has no chance of doing worse because it is better qualified and properly motivated.

The appendix, *Strategic Guidance Towards Improving Outcomes*, in its second chapter considers the first hundred days of the new

administration. It reports that the “administration’s performance in the first one hundred days started with immediate action in dealing with the pandemic.” The chapter continues utilizing the pandemic as a case for unity, discussing public policy and coevolution of the system. It also includes a discussion of the use of some nascent disciplines in dealing with the issues.

The appendix’s next chapter (its third), is titled Strategic Shift Announced for the Pandemic. The second paragraph is as follows:

Our perspective indicates that there were at least three environmental changes that came into play for the pandemic that called for a shift in strategy from (1) emphasizing containment including restrictions on contagious distribution of the coronavirus, as compared to (2) an emphasis of immunity, along with other defensive measures for protection of the population.

We are providing periodic updates using the pandemic and its evolution to an endemic to illustrate an educational process that will improve their voter analyses, on both sides of the aisle, returning our nation’s great experiment in his pursuit of the ideals articulated in the Declaration of Independence.

What is most relevant for our discussion here is an educational progress to facilitate human being making better choices of behavior with a capability to deal with reality. This is part of the issue of increasing the competence of the electorate.

The disinformation provided through social networks that has little regard for science, or relation to truth, is cancerous to the system of democracy. It is even worse in that it plays to identities in order to manipulate the public. Ezra Klein, in his book *Why We’re Polarized*, wrote: “A theme of this book has been that we, as individuals, aren’t just responsible for changing the political system; we are also being changed by it” [see page 261]. That is in an outstanding book that is using the logic of complexity science that we’ve been discussing on this website, Declaration Era Educational Press [DEEP].

On that same page, in the next paragraph he wrote the following:

But there is a difference between polarization and manipulation. There is a difference between using politics for our purposes and being used for the political purposes of others. So I also want to discuss a few ways in which we can change our relationship to politics that can be both healthier for us and our country: identity mindfulness and rediscovering a politics of place.

By happenstance, four pages later there is a paragraph containing the excerpt that follows to serve as a segue to the next subsection. The excerpt is “...we give too much attention to national politics, which we can do very little to change, and too little to state and local politics, where our voices can matter much more [p. 265].”

Increasing the Competence of the Electorate

In the prologue to this overview booklet, Klein is quoted in the narrative of the box that follows.

Although the Declaration Era Educational Press (DEEP) website contains a discussion of behavioral science, a book by Ezra Klein, *Why We're Polarized* (2020), is a very recent addition to the literature, and is especially focused on the role of identity. Some of it will be discussed in the next section subsection, Feelings and Morality. It is mentioned here under the Role of Science because of two items.

The first of the two items is on page xx of the Klein book. It is a four-line paragraph as follows:

“Understanding the relationship with our political institutions, that they are changed by us and we are changed by them, is the key to this story. We don't just use politics for our own ends. Politics uses us for its own ends.”

That item is especially significant for this website because although Klein is using it for the second item, this website uses it for a broad range of highly interdisciplinary issues as part of providing a higher education, virtually for free, that is essentially a liberal education that will enhance one's success in producing a better quality of life for oneself and others. That second paragraph (see page xv) is as follows:

“I think we are, or can be [referring to the previous discussion]. But toxic systems compromise good individuals with ease. They do so not by demanding we betray our own values but by enlisting our values such that we betray each other. What is rational and even moral for us to do individually becomes destructive when done collectively.” (See page xv.)

That item refers to an especially significant component of the complex adaptive system of our American Democracy and its endangerment. He follows it up with a really short paragraph, “How American politics became a toxic system, why we participate in, and what it means for our future is the subject of this book.” (See page xv.)

So, while Klein may be right with “we give too much attention to national politics, which we can do very little to change...” that doesn't mean that we have to leave it that way.

It's the Territory, Cupid

Territory at the Global Level. There is a bit of the introduction to the discussion of territory in the prologue. After the President's speech tonight, we will be adding a chapter to the appendix that will carry forward the discussion of the control of territory. In the meantime, for the reader's convenience, here is a substantial excerpt from the prologue. It is in the box that follows:

President Putin's Behavior. The pundits can have a field day in trying to understand Putin's thinking. Some have said that he's gone off the rails. Others just point to his miscalculations. The expectation was that Kyiv would fall in a matter of days.

This educational endeavor is a highly interdisciplinary approach that blends nascent disciplines in trying to forecast outcomes that result from chronic conditions and actions as emergence produces characteristics of changes in structure over time. The conventional wisdom is that Putin is looking to restore Russia to become one of the two major global forces with a resurrection of something akin to the former Soviet Union. Feelings count, and are driven by ambitions that include what he hopes will become his legacy. The wealth that he and his oligarchical colleagues have managed to acquire at the expense of the vast majority of the Russian population counts for something. The premise here, however, is the vehicle is territory and a critical variable is events over time.

The appendix sheds some light on this because the website, although using the biological analogy for understanding societal evolution then the analytical approach to including fixity of location, as in territory, and timing as it influences what evolves is based upon the interaction of diverse nodes in networks.

Readers would be optimistic to expect a grasp of a multiplicity of processes involved in forecasting outcomes when the nodes differ in nature, especially in the number of connections of power. As one potential outcome, consider the most ironic of all.

Putin started his negotiations with outrageous demands including legally binding guarantees that the Ukraine would never become a member of NATO. That is reminiscent of the old joke about the Russian negotiator opening his demand for preconditions with "First I get to sleep with your wife, then we talk." The personhood author of this narrative offers its apologies to whomever may be offended.

His behavior took a pattern destined at a minimum to carve out a couple more pieces of territorial expansion from the eastern portion of the Ukraine. It would only be a start, because he wanted ironclad guarantees that his population would not see the benefits of democracy.

His playbook is to lead his people to believe they are better off than they are so as to stave off the erosion of his power. His attempt to undermine democracies is part of the plan.

He has a fondness for history, but it is selective. He remembers the expansion of the Soviet Union, but forgot his first experience in the decade-long battle with Afghanistan to move them more towards Communism than they were prepared to do. They are too tribal to go for strong central government, and he wasted a decade. Donald Trump thinks he is brilliant; maybe only because he wasted a decade while America wasted two decades trying to build a democracy where one would not work.

The premise from which this analysis is proceeding is that force is not enough; how people feel and reason, especially with the territory for which they claim as a homeland, is very powerful. The irony of the biggest abuse of territorial boundaries since the Second World War is not only not going to protect the oligarchs, it might be something closer to the French Revolution when masses take over. They have already started and always an internal police force might even outnumber his military force. He can't imprison them all. Additionally, his supply lines in this last week of February were broken down. The fuel requirements for tanks may leave them stranded in the cities where they penetrate, but destroyed by powerful weapons designed for the purpose, and provided for by the West. Conscripted soldiers abandoning the equipment may be delighted with no alternative but to surrender. The mothers didn't want them coming home in body bags.

There is more to explain. The system is not only for the behavior of the people of Russia who clearly don't want war, and conscripted soldiers who found themselves caught as

prisoners in a democracy, the Ukraine, after they had been told they were on a training mission. The other scene is NATO who has now upped the defenses to at least two percent of the GDP, at least that is rumor.

At the National Level. If you love your life, or at least want to protect it, it is wise to consider the source of that protection; expressed in the preamble to the Constitution:

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

The Declaration of Independence made a claim of your unalienable rights; life liberty and the pursuit of happiness. The Constitution presents a design of the structure. It is a design for societal organization to protect your interests using the power delegated by the states that united for the strength of protection and other common purposes. That design calls for a separation of powers into the three branches of government. The elected Congressional officials take an oath along the following lines:

I do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter.

The source of power is through the electorate, with a variety of networks subject to abuse. Ultimately however, the accountability of

representatives is to the voter. This booklet, and the website, especially the trilogy of books, discusses some of the systemic problems. The first book focuses on consciousness. The second book on empowerment through a sense of place. And, the third book focuses on developing a program for improving the operation of the system. What we are doing here is to set the stage for the motivated learner to pursue the understanding of the system, and for the thought leaders to blend the knowledge to facilitate the educational process. As discussed earlier, a single excerpted paragraph is as follows:

The trilogy of books, and its supporting material, is part of an innovative educational effort. By happenstance, it was rooted in a study of the subprime crisis and capital market freeze that revealed the problem being a societal problem, not a real estate finance problem. That accounts for the case study dealing with American Democracy.

Our point here is that we can change our impact on national politics in a variety of ways. The first is discussed in the excerpt from the fifth chapter of the third book of this trilogy.

A dramatic change is occurring this year (2020), with the pandemic and the associated recession underway. Those are discussed 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 recently released (in June 2020) of the “final report and recommendations of the Commission on the Practice of Democratic Citizenship. It includes 31 recommendations to strengthen America’s institutions and civic culture to help a nation in crisis emerge with a more resilient democracy.”

That report presents 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; Strategy 2 - Empower Voters; Strategy 3 - Ensure the Responsiveness of Political Institutions; Strategy 4 - Dramatically Expand Civic Bridging Capacity; Strategy 5 - Build Civic Information Architecture that Supports Common Purpose; and Strategy 6 - Inspire a Culture of Commitment to American Constitutional Democracy and One Another.

In large measure, that two-year project accomplished a great deal of what was envisioned in the concluding phrase of an 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 Commission on the Practice of Democratic Citizenship. By happenstance, by June 10, 2020, massive demonstrations protesting “Dysfunctional Systems” inspired hastening the completion of an essay dealing with the evolutionary process.

There is some overlap with what Klein has in his tenth chapter, *Managing Polarization — and Ourselves*, with the report from the Commission on the Practice of Democratic Citizenship, but Klein is moving towards what is being advocated here leading to the homeostatic approach.

This takes us to civic engagement at the local level leading to the voters developing their ability to fulfill their responsibilities in a free society. This includes voters holding elected representatives responsible for their behavior.

At the Local Level. What is being advocated here is the development of competence of the electorate by participation in

discussions across party lines dealing with local issues. This is especially focused on character in dealing with issues where there is a plurality of views. The idea is to find common ground, for resolving issues, and using an emergent strategy.

A single paragraph from the book *EMERGENT STRATEGY: Shaping Change, Changing Worlds*, (2017) [AK Press, Chico, CA] provides an insight as to process. It is as follows:

There are four universal tools — Trust the People, Principles, Protocols, and Consensus — that just feel foundational. After that, I have grouped most of these tools by emergent strategy element, but feel free to liberate them and use them in any way works for you! [See page 214.]

The intent here is to develop the perspective of valuing diversity in the process of cooperative efforts that builds social capital. Part of this deals with framing of issues, and part deals with the process of facilitating emergent processes as an alternative to the power grab of polemics.

The book just cited focuses on facilitating emergent processes. Using common ground by design is discussed in a book by Kees Dorst, *FRAME INNOVATION: Create New Thinking by Design* (2015). [The MIT press, Cambridge, Massachusetts.] The first part of the opening paragraph on the flyleaf summarizes the perspective. It is as follows:

When organizations apply old methods of problem-solving to new kinds of problems, they may accomplish only temporary fixes for some ineffectual tinkering around the edges. Today's problems are a new breed — open, complex, dynamic and network — and require a radically different response. In this book, Kees Dorst, describes a new, innovation-centered approach to problem-solving in organizations: frame creation...

We are looking at voters utilizing the educational opportunity to start the process of grasping a series of concepts that, when combined, provide a perspective of complexity. In the political

cases at hand, it is at the local level that several key components of the processes can be developed. The foundation contains a basic understanding of the systemic design that exists, and a loyalty to the common purposes and protections of the Constitution.

The nation's creation started as a great experiment in self-organization designed for the protection against tyranny. Unfortunately, the primary and secondary education systems are archaic having emanated from a design to teach soldiers not to flee from battle. That point is made in an excerpt from an essay written well over five years ago. It now serves as Appendix 2A – Evolution in Higher Education in the trilogy's second book, *Perspectives for A Sense of Place: Voter Empowerment*. The shaded box that follows provides a series of excerpts and may be readily skipped in pursuing a line of reasoning. However, it provided a readily accessible introduction to some key points worthy of further exploration. (The endnotes have been removed from the excerpts, but they are provided in the book version and in links only available from text such as this.)

A SERIES OF EXCERPTS FROM
APPENDIX 2A – EVOLUTION IN HIGHER EDUCATION
EVOLUTION IN HIGHER EDUCATION
BY MAURY SELDIN

The most difficult subjects can be explained to the most slow-witted man if he has not formed any idea of them already; but the simplest thing cannot be made clear to the most intelligent man if he is firmly persuaded that he knows already, without a shadow of a doubt, what is laid before him.
(Leo Tolstoy)

Introduction

The Scholastics were guilty of obscurantism. Their initial premise was revealed knowledge. Reason was used within

the paradigm constrained by that premise. It impeded the development of knowledge that facilitated the advances of higher education through both the Scientific Revolution and the Age of Reason (The Enlightenment). This appendix is exploring an innovation in higher education that may facilitate a New Age of Enlightenment. It serves as some support for the trilogy, *American Democracy Endangered*, of which it is part...

...An Interdisciplinary Approach

Part of the adaptation of educational institutions, particularly in the last half of the twentieth century, has been moving from the silo structure generated by the reductionist approach in science to an interdisciplinary approach when faced with societal issues that are most effectively viewed as parts of a complex adaptive system. The transition has been impeded by leading experts in disciplines not willing to make the investment necessary to retool as beautifully articulated by Thomas S. Kuhn in his *The Structure of Scientific Revolutions*...

...Some Ideas for Exploration

An earlier version of this essay was triggered by a casual conversation with a colleague at ASPEC having to do with an educational institution's basic premise for a strategy dealing with the potential of a unique lifelong learning institution. However, it quickly evolved into being an appendix to a pilot project titled the *Declaration and Transformation Enterprise* in which two books have been drafted. The principal book is *American Democracy: Declaration, Pursuit, and Endangerment*. It is supported by an introductory book titled *Perspectives for a Sense of Place*...

...Process for Progress

The process for progress in education includes ideas and adaptation to changing environments. In Matt Ridley's latest book (in 2015) titled *The Evolution of Everything*:

How New Ideas Emerge, he has a chapter titled “The Evolution of Education.” In the opening pages of the chapter, he discusses how compulsory class-based education in preparation for exams “is one of those universal things nobody ever questions.” He traces the idea back to Napoleon’s defeat of Prussia in 1806 that sparked “...compulsory and rigorous education, the purpose of which was mainly to train young men to be obedient soldiers who would not run away in battle. It was these Prussian schools that introduced many of the features we now take for granted.”

What needs to be taught for a free society to function effectively is an understanding on how to live in a pluralistic society, with the reality of liberty and justice for all. Unfortunately, what has emerged is just liberty and justice for some.

Education starts for an infant by emulating behavior observed in others. It proceeds in stages that include learning by experience. A great deal is learned by a game being played. In ancient cultures games focused on cooperation. In our current cultures, there is a heavy emphasis on individual achievement.

When it comes to teams, competing with other teams, “Winning isn’t everything; it’s the only thing.” Or, at least that is a saying attributed to the University of California, Los Angeles (UCLA) head football coach Red Sanders in 1950. In that same era, the UCLA head basketball coach, John Wooden, reportedly advised his players to do their best, not entreating them to win. He was concerned with their character as a person, according to the memory of the founder of this educational enterprise who was an undergraduate at UCLA in the early 1950s.

Recovery from the Pandemic

Recovery from the pandemic is a co-evolution process. The rest of this chapter sets a framework for the process. The appendix to this booklet is designed to be updated as events unfold. Additionally, it provides a strategic approach integrating nascent disciplines into the process that provide a strategy for complex adaptive systems,

using the pandemic as a case study to better understand the process of improving outcomes. It is titled “*Strategic Guidance Towards Improving Outcomes.*” The box that follows notes that it is an illustrative example.

An Illustrative Example

By happenstance, it turns out that the pandemic is providing an opportunity to illustrate an approach that is applicable to a wide range of organic systems, including America’s political economy.

This treatise under development is focused on the crisis of the pandemic, in the context of the multiplicity of crises, with which we are faced. We are looking to better understand how our choices, and the choices others, produce emergent outcomes that we would prefer to have in order to lessen the dysfunctionality that we and others are experiencing. This is about understanding the systems of: the coronavirus as a system; and our society as an organic system.

Character Counts. Recovering from the pandemic is going to be a long, hard process. The structure of our environment and patterns of living will evolve because of the ongoing threat of epidemics and pandemics. Make no mistake about it, as Americans we have been much harder hit than was necessary because we had a president that lacks the character essential for the office he held; and he had a following that included many credulous people who could have reduced the spread of the virus had they relied on reasoning rather than feelings fed by those who were manipulating them.

The former president did not invent the political behavior, but as a president, he took it too far at a time of great consequences. It resulted in two impeachments, and tests of character for his legislative supporters, and ultimately the electorate. His influence may not have been ended, but reduced to a degree yet to be determined.

The new administration has a superior character and competence. The challenges inherited are great and diverse. The

top priority is to improve the recovery process, and your quality of life. You need to be freed from the divisiveness that was used as a political weapon. You need to value the nation's interests above the interests of the political party with which you are identified. **That process calls for you raising your level of consciousness so that you can make choices that are in your long-term interests in being able to live in a free society.**

We have discussed the political party divisiveness and focused on the power of partisanship for manipulation through polarization. Getting an understanding of consciousness is a critical step in making choices that produce the outcomes that you desire. As discussed in the trilogy's first book, *Common Sense Revisited: America's Third Revolution*, Thomas Paine used the approach of raising the level of consciousness to unify the colonists to declare their independence in the pursuit of justice. **The invaders of the Capitol on January 6, 2021 were severely lacking an understanding of America's democratic system.** Participants ranged from White Supremacists who deny the pluralistic nature of our democracy to those gullible enough to believe the lies being fed to them for political purposes. They went from being credulous people to becoming *credulous and culpable*; and the Justice Department is engaged in a thorough process for the pursuit of the rule of law. Character, for those seeking to live in a free society, includes seeking truth and putting country above party; and the failure of character among the great number of Americans, including those in leadership, has contributed to a great embarrassment for our nation.

If you are a Conservative and have selected the Republican Party based upon the ideology of conservatism that is rooted in the thinking of its eighteenth-century founder, Edmund Burke, then you understand that the philosophy starts with tradition, and moves on to a low-risk exposure from governmental action. It abhors tyranny not only of the masses, but also tyranny emanating from a hierarchal structure.

The battle for control of the Republican Party in recent decades has shifted from its pattern of three transitions in its first century; an oscillation that started with its creation with Abraham Lincoln as a president in pursuit of equality; but then

for the political party shifted its direction in only twelve years. It later went on to include the leadership of Theodore Roosevelt in the arena that included the Gilded Age, and concluded with the return to its basic ideals under the leadership of the presidency of Dwight David Eisenhower. During those three shifts in the Republican Party's first century there was "... the profound tension between America's two fundamental beliefs, equality of opportunity and protection of property." The quote is from Heather Cox Richardson's 2014 book, *To Make Men Free: A History of the Republican Party*. It is on page xi. The box that follows contains a long quotation from her book, excerpted from a work in process for this website.

Is it possible for the parties to resolve this tension? [The tension is discussed in the book's previous paragraph that starts off as follows: "The seemingly endless circles of the Republican Party reflect the unresolved tension between equality and property in America."]. Can the future be different? Surely the party's argument that economic opportunity for everyone must be advanced by an active government, the idea conceived by Lincoln and adopted by Theodore Roosevelt and Eisenhower, would adapt as easily to the modern global economy as it did to the industrialization and to the nuclear world. But can the party shed the opposing argument, developed in the racial and political conflict of the late nineteenth century and recycled ever since, that government activism is socialist? [See pages 341-342.]

American Democracy needs at least a two-party system in order for the voting public to have an opportunity to exercise discipline upon their representatives, and doing so by changing representatives and by changing administrations. Unfortunately, the Republican Party was moving towards an autocracy; however, fortunately, the 2020 elections interrupted that path, and the

nation is shifting back on the path towards democracy under the new administration. There is great uncertainty as to the future of the Republican Party and our democracy.

Democrats, Republicans, and Independents would do well to learn about our democratic system by practicing it at the local level. There are differences in goals and processes, but the key is a commonality of societal interests that values freedom in the structure of pluralism, and utilizes democratic processes for change. The use of outright lies, the manipulation of the voting public, and the intimidation of elected representatives by an autocrat vicious in retaliation is cancerous to democracy.

The pandemic in 2020 got out of control domestically and in varying degrees by country globally. Although domestically the pandemic might have temporarily peaked early in 2021, the global peak, as an aggregate, will be much later, especially because the lesser developed countries lacking wealth and having to endure a longer wait for access to vaccinations of enough of the population to obtain herd immunity.

It is reasonable to expect that the coronavirus, with numerous mutations, will be a long-term threat to recovery from the global recession that is underway. Furthermore, there is no assurance that we will be free from future pandemics. Our economies will evolve, and so will our cultures. We need to learn how to do better at adaptation, if we want to live in a free society.

Our domestic erosion of character, that emerged after the end of World War II, and a relatively short period of unity, to evolve so that the last half century brought us to the brink of becoming an autocracy, has severely damaged *The Great Experiment* of American Democracy. The erosion of character contributed to disaster of our latest *Day of Infamy*, January 6, 2021. Recovery will take time, and so will the rebuilding of character. You can approach that through our civic engagement and holding our representatives accountable.

We have a diversity of views of the role of government, but enough commonality to enable us to utilize reason and compromise to enable the government to properly perform what we agree on as its basic functions, with a diversity of views as to appropriate programs. We need unity for our commonality of interests.

Local Action as a Route to Unity. Local action as a route to unity was introduced earlier in this chapter with a paragraph as follows: “What is being advocated here is the development of competence of the electorate by participation in discussions across party lines dealing with local issues. This is especially focused on character in dealing with issues where there is a plurality of views. The idea is to find common ground, for resolving issues, and using an emergent strategy.”

That was in the context of education for the participants for their role in recovery from the pandemic. The context is now shifting to economic recovery, as well as recovery from the pandemic, but with a focus on a change in the structure of the economy and the patterns of lifestyle, not only for the location of work, but also the nature of education. An evolution is underway that has the potential for societal change analogous as to what occurred in the wake of the age of Enlightenment, and the associated Scientific Revolution.

The Information Revolution is an element to what may become a *New Age of Enlightenment*, as were the elements of the Scientific Revolution and the Industrial Revolution that led us to modernity. A great deal depends upon the location of economic activity, as well as its nature, the structure of which constantly evolves.

Our nation’s greatest productivity increases are located in coastal areas and/or densely populated metropolitan areas. Our country, in the sense of the nature of economic activity, is divided into two nations. One has the concentrations of population and wealth. The other has a sparsity of population, but a representation in the Senate well beyond its proportionality of population; and local economies that did not fare well in global competitions. The Rustbelt is the case in point.

Local actions will differ depending on size and structure of the economy, as well as the identities of its populace. The time has arrived for a redesign of our capitalistic system. Its dysfunctionality has adversely impacted the functionality of our democratic system, and unfairly distributed the productivity gains involved through innovation. The shift may well be to what could be described as a stakeholder capitalistic system.

The current capitalistic system has morphed American Democracy into a hybrid of democracy and plutocracy that was en route to an autocracy. The use of markets for competitive discipline has been eroded. The seeds of a start for reform is underway in potential regulation of the dominant companies, especially in the information industry. The latest fly in the ointment is discussed in a *New York Times* article of Sunday, January 31, 2021, titled “The Misfits Shaking Wall Street.” It is reminiscent of the story of the seasoned investor who made a fortune in the 1920s, but decided to stop early in 1929, when the man shining his shoes gave him a stock tip. A stock market break larger than the one in the Great Recession would not be a surprise for many knowledgeable people.

The Changing Economy. The nation’s economy has already started a structural change in the extent and nature of goods and services produced domestically. That evolution is related to the changing patterns in the consumption of goods and services as a result of the pandemic. Travel by air and ground has been reduced, generating an increase in electronic communication. Demand for high-rise office space has been reduced, generating an increase in the demand for housing that accommodates working at home. That demand for commercial space for retail sales has decreased, and is generating demand for online purchases, and an increase in delivery services. This is just an illustrative start of patterns that will emerge as the populace makes choices as to where to be physically located in work, home, and social activities.

Public policy for security on a national scale, and for accessibility to medical supplies and equipment, is likely to increase domestic production, as opposed to reliance on foreign sources. Public policy for retarding global warming, especially with regard to energy sources, will significantly impact the shift in jobs, and the requirements for training the workforce.

Public policy for education, at state and local levels, is going to be impacted not only for primary and secondary levels of education, but also in credential certification for employment; with some of the credential certification serving as an

alternative to college education. Higher education, including the liberal arts, is going to need to go through a substantial transformation, not only because of costs associated with the existing structure, but also because social interaction is an important element in the education process. There will be a new normal in higher education.

In short, the nature of production and consumption is going to change. That change is going to alter the location of economic development. The way it is altered is going to be different for high density communities than it will be for the suburbs. It will also be different for rural areas.

A major force will be the national strategy for the location of economic development, and for increasing market competition. Reform is emerging to deal with the concentration of power in relatively few firms in industries where the economic growth has been facilitated by acquisitions of startups that threatens competition for the major corporations. This goes beyond dealing with the pandemic. It goes to an evolutionary process in which there has not been a national strategy to deal with the side effects of globalization on the location of economic development within the state and local political jurisdictions.

The now classic case of Amazon considering about 200 locations for headquarters expansion, and narrowing it to two, and then abandoning one because of the taxpayer opposition arose to the tremendous subsidies being offered to induce the location. Local government competition for industry location using tax subsidies is a waste of money in the sense that public policy already restricts land use, and it is reasonable to use that power to constrain business choices as to where to locate, not only within a local jurisdiction but also within a state or combination of states that constitute an economic region.

Lack of coordination between the federal government and the states in dealing with the pandemic may simply be an example of a lack of coordination in the development of a strategy for national economic growth, including national security, not only from the pandemic but also from potential foreign threats.

The Long-Term Perspective

Power and Identity

Our Greatest Problem Again. The prologue to this overview booklet started with a discussion of the rivalry between the COVID-19 pandemic, and the dysfunctionality of our political economy, as our greatest problem. The readers will make their choices, possibly based upon feelings, although a sharper focus may blend an analytical approach that may indicate some people are part and parcel of our species as human beings that have the shortcomings that we don't always grasp reality.

The box that follows contains four paragraphs from a colleague, Jack Lillibridge (a psychologist who co-authored four of the appendices in the trilogy) that summarizes some slides for a January 26, 2021 presentation at a session of *Complexity Matters* at ASPEC (Academy of Senior Professionals at Eckerd, College).

Consciousness is a kind of gateway, a facility for accessing, processing, disseminating, and exchanging information. There are two components of consciousness: awareness and integrated experience. Integrated experience consists of placing mental contents into a unified multidimensional narrative. An example is a piece of paper and the things written on the paper. You need both the medium and the message to get successful communication; similarly, with consciousness.

We need consciousness in order to think through a problem, following a rational strategy step-by-step. The strategy includes a succession of processing in one or more subsystems to accomplish specific tasks like speaking, calling up a memory, executing an action, and/or reshaping workspace content.

Unconscious processes collect and synthesize sensory information and send this synthesis to a neural workplace. The workplace employs thinking and specialized processing subsystems to form and reshape workspace content and broadcast this content to specialized processors. If the

received content is pertinent to goals or needs, the specialized processor will carry out its functional tasks. If enough specialized processors consider the received information as important, they will ignite a state of high-level activation and large-scale communication in a widely-distributed network primarily in the cortex.

Your experience comes with a unique perspective, a view from somewhere. You are the center of this world, the focus of any behaviors, at a particular present moment, in a lived life of past, present, and future. From your subjective perspective, you creatively build a picture of the world.

Our educational endeavors are obviously supported by references to a selection from literature that makes cases in greater detail than is feasible for our innovative educational approach. Along these lines, there are additional books of particular interest. One is likely to support the position the reader is taking as to the nature of our species, *Homo sapiens*.

What some readers will regard as a pessimistic view is the opening page of the prologue that is titled “The Price of Liberty.” The key quote is “We seem unable to stabilize either economic policies or the means of governance higher than the level of a village.” It is the last sentence in the paragraph quoted on the first page of the prologue. It is from Edward O. Wilson’s, *THE MEANING of HUMAN EXISTENCE*, (2014)

The candidate for the optimistic book is Rutger Bregman’s book, *Humankind: A Hopeful History*. In this book, the author makes the case that “...human beings are hardwired for kindness, geared towards cooperation rather than competition, and more inclined to trust rather than distrust one another. In fact, this instinct has a firm evolutionary basis going back to the beginning of *Homo sapiens*.” The quotation is excerpted from the flyleaf. The text is almost 400 pages long.

A third book, *The WEIRDest People in The World: How the West Became Psychologically Peculiar and Particularly Prosperous* (2020) [Farrar, Straus and Giroux, New York] is authored by

Joseph Henrich. The WEIRD refers to the characteristics of being *Western, Industrialized, Educated, Rich, and Democratic*. The text is almost 500 pages long, but appendices, notes, and bibliography add about another hundred pages.

Although the book was reviewed in an outstanding, and extensive book review by Daniel C. Bennett in *The New York Times* of October 11, 2020, the book itself contains a fourteen page “Prelude: Your Brain Has Been Modified” that starts with the paragraph that follows:

Your brain has been altered, neurologically rewired as it acquired a skill that your society greatly values. Until recently, this skill was of little or no use, and most people in most societies never acquired it. In developing this ability you have: ... [it goes on to list seven changes that evolved over time].

Obviously, the book provides an explanation of “How the West Became Psychologically Peculiar and Particularly Prosperous, the subtitle of the book.

The point is that evolution rewires our brains, within limits. And, the extent to which the capability added by evolution is used varies with the level of consciousness and the extent to which learning takes place. Obviously, we have a substantial portion of the population and its leadership that is somewhat lagging in the development of capability and/or utilization of the capability, for whatever reasons they had chosen

The position taken in this booklet, and on this website, is that education innovation can improve outcomes. By happenstance, the demonstration case used for this innovation turned out to be an approach for dealing with the endangerment of American Democracy. The timing appears to be fortuitous.

A Uniting Problem. By happenstance, as this is being drafted on February 20, 2022, there is a foreign policy issue in which there is substantial unity across party lines. The issue is with the threat of Russia, under the leadership of Vladimir Putin, threatening an invasion of Ukraine, a sovereign state with borders

to Russia and at least one member of NATO, the North Atlantic Treaty Organization, which under its Article 5 treated attack on anyone of its members as an attack on all; the appropriate unified response.

A Strategy for the Nation. Now is the time to develop a strategy for our nation to return to the path that pursues the ideals articulated in the Declaration of Independence. That may call for a New Age of Enlightenment in which we have a blend of humanities with the skills of reason, including the use of with high-powered analytics. Unfortunately, we are plagued with what John Ralston Saul discusses in his book titled *Voltaire's Bastards: The Dictatorship of Reason in the West*. (1993) [Vintage Books Edition, New York] The key quotation from the second chapter, The Theology of Power, is as follows: "Our society contains no method of serious self-criticism for the simple reason that it is now a self-justifying system which generates its own logic. [21]"

January 6, 2021 was a day of infamy, marking the event of an invasion of the Capitol to overturn the democratic process of a joint session of Congress counting votes reported by the Electoral College.

Returning to the quotation from the John Ralston Saul book titled *Voltaire's Bastards: The Dictatorship of Reason in the West*, the point here is that the self-generating system that generated its own logic, alternative facts. It was built upon false claims of a fraudulent election. Those claims were made by the then president, Donald Trump, and accepted by credulous followers and right-wing extremists. Donald Trump was impeached the House of Representatives for his role in the January 6, 2021 Day of Infamy. Once again, the Senate failed to convict.

On the morning of that day of infamy, the then president Donald Trump held a rally urging the crowd to march on the Capitol. He did so with inflammatory statements. The crowd marched on the Capitol, and invaded it. They did so as a mob, containing armed Trump supporters, including the Proud Boys, to whom, Trump had previously instructed (during the presidential debate in October) "stand back and stand ready." Also represented were QAnon supporters, one of whom was shot as she (a military

veteran) climbed through a window giving an armed police officer little choice but to fire the drawn gun. The armed protection for the legislators and others was woefully understaffed. There were other far right groups providing an array of insurrectionists that includes domestic terrorists.

The report of January 28, 2021 with a news item by Makini Brice and David Shepardson on the web via Reuters was as follows:

WASHINGTON (Reuters) — The head of the U.S. Capitol Police on Thursday urged U.S. lawmakers to add permanent fencing and back-up security staff at the Capitol building after a deadly Jan. 6 attack.

U.S. House of Representatives Speaker Nancy Pelosi said lawmakers would also probably need more funding for security as the “the enemy is within” the House, following a warning by the Department of Homeland Security of heightened threats.

The level of consciousness for the Republican legislators in both the House of Representatives and the Senate is a critical variable not only for the future of the Republican Party, but also for the future of American Democracy as *The Great Experiment*. This critical variable will be discussed in the next subsection, “It Takes Two to Tango.”

The most recent event providing a clue as to what may unfold with an effort for a governance coalition en route to a unity designed to move toward a New Age of Enlightenment was a trip to Florida by the House Minority Leader Kevin McCarthy where he visited with Donald Trump to discuss joint efforts to have the Republican Party to gain control of the House of Representatives as a result of midterm elections in 2022. The January 29, 2021 *Wall Street Journal* article authored by Alex Leary, Kristina Peterson, and George Wells contain substantial insights.

Better Representation

It Takes Two to Tango. The expression “it takes two to tango” may be defined in many ways, but both major parties will have

some responsibility for the outcome. The great uncertainty in the success of any strategy for the nation is the evolution of the Republican Party. The pattern for the Democratic Party is substantially more predictable.

The updating process to be used for this chapter is an application of the concept of agent-based modeling. The concept of agent-based modeling is the exploration of a variety of paths of unfolding events, and the outcomes of choices made at various stages of the evolution of the system. It is a classic case of analytics used for path selection to assess potential outcomes. The choices influence the structure, and the changing structure influences the ensuing choices. Consider a chess game analysis adjusting as successive moves are made.

We need an assessment of outcomes that may emerge based upon successive choices that are being made in places of power, not only for leadership, but also from the voting public. That is where the discussion is going, with the outcomes being of great uncertainty, in some measure because of the uncertainty of behavior influenced by the level of consciousness of those making choices.

The use of executive orders in the Trump administration was substantial. It came as no surprise that the Biden administration immediately reversed many of those orders, and produced some others aligned with campaign promises. In recent decades there has been a trend towards more executive action as an alternative to legislative action, in some measure because legislatures have prioritized reelection and party power over the program.

President Biden is committed to the pursuit of unity, but when it comes to legislative action, the question is with whom in the minority party will cooperation be feasible. Although the Democratic Party has its progressives and moderates, there is sufficient unity for party positions that could be workable across the aisle. By way of contrast, the split in the Republican Party is currently producing what could be termed as an internal civil war. If it is not a civil war, it is a power play for the Trumpian base that has produced sharp criticism from traditional conservatives. During the Trump administration many non-supporters simply dropped out of the party, and some out of its leadership; that

refers to some of its elected representatives that chose not run again, some clearly responding to the threat of a primary battle. Others are being threatened in various ways for their views on where the Republican Party should be going.

Within the first hundred days, a 1.9 trillion dollar pandemic rescue package was passed, but without bipartisan support. It was in the form of a continuing resolution. The clue is that the tango potential has not brightened yet.

The really big clue came earlier at the Senate trial on Donald Trump's second impeachment. It would have taken sixty-seven votes for conviction, but only a simple majority for a follow-up action that would prevent him from holding any federal office. But what will be of special interest, will be potential rivals for the Republican nomination for president in 2024, and the regrets that go beyond his rivals who pass up the opportunity to dump Trump when there was a fighting chance. The internal battle of the party may have increased on January 6, 2021, this century's Day of Infamy.

The results of the first hundred days of the Democratic administration are not encouraging for an across-the-aisle strategy for returning to the path towards the ideals articulated in the Declaration of Independence. It may be possible, but not likely, that a successive leader of the Republican Party in the tradition of Abraham Lincoln, Theodore Roosevelt, and Dwight David Eisenhower will emerge before the current decade is over. It is more likely that if another Republican president in that tradition does emerge, it will take a generation. However, there are some potential candidates for the 2024 Republican nomination that would be a significant step in that direction.

Some historical background of the Republican Party is provided on the Motivated Learner Platform in the articles titled, *The Fourth Republican Revolution*, and *The Fifth Republican Revolution*. The complexity of the situation is so great that although there will be clues in the 2022 midterm elections, the third and fourth year of the Biden administration will be the big clue as to the restoration of an across-the-aisle approach for returning our democracy back on the path towards the ideals articulated in the Declaration of Independence.

At the end of the first hundred days, it looks like the unity of common purpose across the aisle will take a long time to build. However, unity with the American public, Republicans and Democrats will be fostered in the early years of the Biden administration, except with what will be a diminishing segment of far-right Republicans who will not campaign based upon platforms for the good of the public. Those with the strategy of manipulating the credulous using a tribal approach, and trying to diminish the representativeness of the voting public by making it hard for their opponents to vote, will find they are fighting a losing battle.

The conviction of Derek Chauvin on two counts of murder, and a third count of manslaughter, in the death of George Floyd is likely to go down in history as an inflection point in which civil rights of our constitutional republic will go through a fourth founding. The first ten amendments to the Constitution was part of the first founding articulating the rights of liberty and justice for all, earlier claimed as the unalienable rights to life, liberty, and justice. The second founding was after the Civil War with three more amendments. The third founding was in the 1960s, that was legislation not reaching a level of constitutional amendments, and it was eroded in the decades that followed. What will emerge is uncertain. The population of Millennials and the ensuing Z-generation may well eventually get another leader of the Republican Party in the tradition of Abraham Lincoln, Theodore Roosevelt, and Dwight David Eisenhower. Hopefully, progress towards that will return our nation to a common interest in across-the-aisle cooperation.

Appendices will be added as events unfold. The next one is likely to deal with the co-evolution of the voting public and the elected representatives; with the path towards liberty and justice for all, not just some.

Some Discussion of Better Representation to Follow

Here are some topic possibilities that potentially will be explored at a later time. They are: Environmental Structure, Developing Trust, This or That Again, Voting Rights, Rule of Law, and The Midterm Elections

IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?

CHAPTER 6 - YOUR SUCCESS

formerly the epilogue

This item is under revision.

The table of contents has the new outline.

What follows is the original copy of the epilogue.

Your Power to Achieve Success

Your power to achieve success, in whatever dimensions of quality of life you choose to pursue, is heavily dependent upon two factors. The first is the choices you make. The second is the environmental conditions that will impact outcomes from your choices.

The choices you make are critically influenced by how well you understand the realities of the system that will influence the outcomes of those choices; and the effectiveness of discipline, self-imposed or externally constrained. This takes you to understanding the environmental conditions within which you must make your choices.

The current pandemic, and its side effects and remnants, provide for hard choices. These relate to actions that impact health (including survival) and activities (including earning a living). There is great uncertainty as to the future of COVID-19, and the successive mutations. Science has not put this under control with vaccinations, although substantial progress has been made.

Under these circumstances, the old adage of “hope for the best and prepare for the worst” comes to mind. The significance is that we need to prepare for a new normal. The difficulty is that we don’t know when that will arrive, or what it will be like.

The choices you make should not put you in a class of “generals prepared to fight the last war,” as the old proverb goes; unless, of course, the system has not changed. If you believe that the new normal will be like the old normal, you’re in for a big jolt.

The truth is, conditions are changing, and there is great uncertainty on numerous accounts. These include the following:

- Although science has provided us with vaccines for the current disease that is spreading, there is great uncertainty

- about mutations that are emerging, especially since it will take a long time to get the virus under control globally.
- Dealing with the life-threatening dangers of the coronavirus has necessitated a reduction in economic activity taking us on a path to a recession, the depths and length of which are uncertain. Although a recovery from what started as a very deep recession has started, there is no assurance that progress from that exceptionally deep point will be sustainable without additional drops until a new normality with relative stability is established.
 - When recovery from the three crises emerges (the pandemic, the economy, and the threat to our democracy), the structure of the political economy is likely to change in many dimensions; not only globally, but also domestically.

Under these circumstances, your pursuit of success can be empowered by a better understanding of the system, and its evolution. The productivity of your efforts will be enhanced by the selection of choices. Of exceptional importance, is your role in impacting the environment, particularly an environment of a free society in which the rule of law prevails. All of this depends upon what you and others do in pursuing justice, especially in considering the fairness of the ideals articulated in the Declaration of Independence as they relate to claims to an equality in the possession of unalienable rights “...to life liberty and the pursuit of happiness.”

As societal systems evolve over time, the choices you make may be heavily impacted by the environment that prevails at the time of your choice; and that environment is rapidly changing. The trilogy, *American Democracy Endangered*, was written before the pandemic. The overview essays, however, include additional content written since the pandemic occurred. Additionally, the DEEP website is designed for updating.

Please note that DEEP is an acronym for Declaration Era Educational Press, and the Declaration Era Educational Press is the sister publication of the Emily E Press that publishes some of the DEEP content in hard copy (available at modest prices). These two book publishers are part of the Motivated Learner Enterprise

(MLE), the division designed to be gifted to a not-for-profit organization after it becomes self-supporting.

The E-book versions of the books in the trilogy will be modestly priced, and will be updated with links. All three overview essays are readable on the site for free (hard copies when available will be modestly priced). The website will be heavily linked as it is developed.

The next section, the educational innovation, provides an example indicating how a higher-level education may be provided, largely for free. It is also designed to be shared with institutions of higher learning in order to help them improve the productivity of your time and to lower the tuition costs.

The Educational Innovation

The Process

The educational innovation under development on this website is designed to increase the productivity of the motivated learners' efforts. This is designed to foster critical thinking by developing a line of reasoning as brief as it is reasonable considering the complexity of the situation. The process facilitates the learner delving deeper through a series of links. At this stage the basic content is being prepared, and a linking process has started. Additional content in the form of supplemental essays, and apps that will link some critical concepts in various contexts are yet to be added. The website content is described on the Motivated Learner Platform.

This essay is the opening attraction to the DEEP website of the Declaration Era Educational Press. It is about your empowerment to deal with the two greatest crises of the last hundred years; the pandemic and the challenge to the survival of our democracy. Although DEEP is designed for linking all three books and the other two overview essays, it is utilizing your awareness of the COVID-19 crisis to better understand the nature of how evolving societal systems heavily influence your success in various dimensions of your quality of life. The trilogy's second book, *Perspectives for A Sense of Place: Voter Empowerment*, is focused upon your empowerment in society. The trilogy's third book, *American Democracy: The Declaration*,

Pursuit, and Endangerment, focuses on understanding the system on the way to reform it.

The second overview essay (*American Democracy Endangered: Restructuring American Democracy*) covers all three books. The first book, *Common Sense Revisited: America's Third Revolution*, uses the awareness approach used by Thomas Paine in his booklet, *Common Sense Revisited*. The first book opens with a discussion of the only major legislation in the first year of the Trump administration. That legislation was a so-called tax reform act passed in December 2017. It misused a funding provision requiring a simple majority to hastily pass tax reductions mostly for businesses and the wealthy, that have already added significantly to the deficit and will continue to do so with significant abuse of some provisions. The analytics for the justification did not hold up to feasibility, and would not even do so if the pandemic did not occur.

The discussion in the first book was designed to raise the level of consciousness that would take us beyond common sense to the utilization of nascent disciplines useful in making better choices in complex adaptive systems, especially for our political economy.

When the main treatise in the trilogy was written more than five years ago, the goal was to move to a Declaration of Reform that would call for the assembly of a diversity of experts who could blend the diverse disciplines and come up with a series of corrective measures that would restore us to the path towards the ideals articulated the Declaration of Independence. As a process, that would apply the approach discussed in the book *Harnessing Complexity: Organizational Implications of a Scientific Frontier*, by Robert Axelrod and Michael Cohen, which focuses on generating emergent properties to intervene in components of the system.

By the time the trilogy's first book was written, it became clear that a revolution on the order of the transition from a confederation to a federation, America's Second Revolution, was in order. That was a peaceful revolution, but one with the basic alteration of the structure. A third revolution, in the nature of the second revolution, would include constitutional amendments so as to more effectively deal with the importance of preventing tyranny through the

separation of powers. It would take a somewhat more complex view using a holistic approach, somewhat along the lines discussed by John H. Holland in his book, *Signals and Boundaries: Building Blocks for Complex Adaptive Systems*. That might potentially be designed to reflect what is alluded to in the second paragraph of the third overview essay, *Great Danger Emerges: Democracy Challenged*. It is as follows:

Systemic awareness, with self-correcting systems, is by far the most cost-effective approach. Human biology, with homeostasis as its self-correcting system, provides the model that is more cost-effective than conventional curing. It is a process providing a tendency to move toward stability in the face of changing conditions.

That approach is discussed in the third chapter (An Analogical Model Using Human Biology) of the third book. This innovative approach is demonstrated with the following link, [Amer Dem excerpt on May 8 for DEEP](#) (pages 121-136). It is an excerpt and provided without end notes.

This discussion is a natural lead to the third overview essay, *Great Danger Emerges: Democracy Challenged*. That essay applies the analytical system to a restructuring of our political economy in the wake of the evolution that will change the nature of production within our borders and our land-use structure. Although it also uses a biological analogy in order to facilitate understanding our American democracy as an organic system, best viewed through the lens of complexity, it draws heavily upon six decades of experience in the development and dissemination of knowledge that was using the lens of complexity for land-use, urban development, and real estate investment strategy, that was started well before the nascent disciplines were being formalized.

Some of that is discussed in the epilogue to the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. Its application is for a strategic approach to restructuring our political economy for a societal recovery in the wake of the recession/depression having bottomed out. We will be dealing with a new

normal being formed in what can reasonably be expected to be a substantially changed domestic global environment.

That approach needs to be properly prepared to deal with black swans that are not the only threats to our health and survival. However, the approach should be able to deal with at least two other elements of our quality of life. The first, and most important, is to live in a free society returning to the pursuit of the ideals articulated in the Declaration of Independence well over two centuries ago. Without that we will not have power to deal with the second threat to our health and survival.

That second threat to our health and survival may be viewed as a perspective the coronavirus. That perspective is our claim to be at the top of the food chain. It looks as though we are being subjected to the power of the microbiological level of nature. We have been abusing our power as a species; *Homo sapiens*, in our relationship to the planet Earth, and the Earth's micro biological power is going to provide a discipline that we failed to provide for ourselves.

A new norm is going to emerge, and then further evolve. As a civilization, we need a *New Age of Enlightenment*. The 9/11 debacle was a signal for redesign of our *Great Experiment*. The main treatise discussed the third book of the trilogy, *American Democracy Endangered*, was a major step in that effort. This website, and the innovative approach leading to research, is the next major step. More about the process is provided in the trilogy's third overview essay, *Great Danger Emerges: Democracy Challenged*.

More on Adaptation

More on adaptation is presented in several dimensions. First, progress depends upon team formations at various levels. Team organization for getting a man to the moon provided the model for what is aspired to as a Declaration of Reform, discussed in the trilogy's third book, *American Democracy: The Declaration, Pursuit, and Endangerment*. Most of the readers of the contents of this website are likely to be at the grassroots level, and are at the foundation of what will evolve. So, as a second point, if you

want to live in a free society, it is time for you to decide as to the role for your empowerment, not only as a Democrat, Republican, Independent, or whatever political party affiliation you may have, but also in the causes that are most dear to you. If you are motivated learner, that educational innovation provides essential empowerment to you. In that case you will readily see that **YOUR SUCCESS IS OUR MISSION**.

The third point in adaptation, is that this whole endeavor is intended as a nonpartisan educational enterprise providing literature to facilitate our nation's learning opportunities that would facilitate returning to the path of the pursuit of the ideals that led to the Declaration of Independence. What has become clear to historical leadership in both political parties is that in the last few years, the former administration under the leadership of President Trump behaved in a manner that had the markings that were seen by some as having become a clear and present danger to the protection from tyranny envisioned in the Constitution.

What is at stake is the future of our democracy. It goes beyond political party. The author citation index identifies numerous books that shed a great deal of light on the matter. Also to be provided is a copy of the citation list for the second and the third booklets; all three booklets are on the DEEP website.

A historic perspective of legislative response to Richard Nixon's abuse of office is briefly noted in a *New York Times*, September 2, 2020, op-ed column by Susan E. Rice. It is titled "A President Knows No Bounds." The column provides a list of abuses and calls for new legislation.

As discussed on page 13 under the paragraph heading "Theft of the Grand Old Party," it is noted that conservatism has been replaced by Trumpism. It is now the Trumpian Republican Party. Our democracy has moved to become as much of a plutocracy as it is a democracy, it appears that Donald Trump is still looking to make it into an autocracy. We need two political parties in order to avoid tyranny. In time there may be a Grand New Party with conservative ideals that have a heavy reliance on tradition, in contrast to progressive ideals which are less

risk-averse. The divisiveness is deadly to our democracy. Donald Trump fostered divisiveness in order to get reelected. He has compromised national security in asking for political favors to foster reelection. He botched the containment of the pandemic. And, he fostered civil disobedience while claiming to pursue law and order.

This website is under constant revision as events unfold. From some of what is being drafted we have some additional comments. Your success is heavily dependent on your understanding of reality; how things really work, or fail to work, especially because of the extent of competence and the level of morality that you and others have. You acquire knowledge about that by learning from your own experiences. You also learn through the experiences of others that is shared with you in many ways, with *varying degrees of reliability*. The quality of the knowledge that remains, as a resource for your thinking, is heavily dependent on the extent to which you exercise critical thinking.

The perspective from which you understand reality is the foundation of your vision of the future. The variables in that foundation influence the extent of your concern for the future of your quality of life. Among the few most likely variables in the future are your health, your livelihood, and your freedom. The pandemic, economy, and the endangerment to American Democracy, have all risen in priority, and they are accompanied by additional crises, including global warming and systemic racism.

The Donald Trump administration botched the preparation for epidemics, the use of intelligence on the arrival of the coronavirus, and the containment the spread of COVID-19. The result led to the worst performance from the human health and survival perspective of all the world's most advanced economies. The Joseph Biden administration has in the first 100 days made remarkable progress. However, the vestigial remnants of Trump's using masks as a political statement, as part of his inept performance in dealing with the pandemic and aggravated by misinformation, has discouraged a significant percentage of his followers from getting vaccinated.

Some Final Words on Success

The reality that is the most important (environmental conditions that will be impacted from your choices, and those of the other voters) is dependent on getting America back on the path towards the ideals articulated in the Declaration of Independence. **The unalienable rights apply to everyone! The success of *The Great Experiment* over its first two centuries is built upon the concept of pluralism.**

The box that follows contains excerpts from a file of about 1,000 words. It puts pluralism in the context of improved outcomes. That file, BOOK TWO Excerpts from Chapter 4, is linked on the E-book but is also in hard copy under Supplemental comments. The concept of pluralism is critical to the survival of American Democracy. A comment on that concept is included here before our discussion continues.

BOOK ONE Excerpts from Chapter 4 Harnessing Complexity in the Twenty-First Century

This discussion is in the territory of ideas, the boundary being the domains within which the signals will be processed in the minds of individuals and/or networks of individuals. Diversity of ideas is a great asset in the evolutionary process which involves diversity, selection, and magnification. **Uniformity is not a great asset when it denies the Declaration's "...certain unalienable Rights, that among these are Life, Liberty, and the pursuit of Happiness."** [Emphasis added.] That evolution to tribalism emerged with a rejection of the establishment.

The concern here is with the evolution of American Democracy, away from the tribalism of the two major political parties. [Emphasis added.] That evolution caused a rejection of the establishment in the 2016 elections. **Our concern is finding a path returning to progress towards the ideals articulated in the Declaration of Independence. In so doing, it is critical to understand the nature of pluralism as**

[page 109] described by Isaiah Berlin: “...the conception that there are many different ends that men may seek and still be fully rational...” Pluralism enabled America to become great.^{xxx} We shall further discuss pluralism using the concept of diversity. Now, however, we turn to the concept that within diversity there are people that have inborn traits that from a perspective of social life can be a burden to societal evolution.^{xxxii} [Emphasis added.]

As this goes to press shortly after the Biden administration’s first 100 days, the latest “founding” in the pursuit of *liberty and justice for all* is at another threshold. Consider the comments published in June 2020 publications of *Our Common Purpose: Reinventing American Democracy for the 21st Century*, by the American Academy of Arts and Sciences.

We on this commission believe that the profoundly challenging conditions of the twenty-first century pose urgent threat to the future of our democratic way of life and thus require a “fourth founding”: rooted not only in the language and laws, but also in our expanded national creed of liberty and justice for all; not only in the active government, but also in the commitment of citizens; not only in the intervention a federal structure; but also in the evolution of power to local government; not only in research and analyses, but also love of country and one another. [See page 3. Hard copy is available upon request. The digitized report is on the web.]

The *first founding* was in the decade of the Declaration of Independence and the Constitution, especially its first ten amendments. The second founding was in the Reconstruction era following the Civil War, especially with the three constitutional amendments. The third founding in 1960s followed the Selma bridge crossing when peaceful marchers were attacked by state troopers violating the protesters civil rights and led to the Voting

Rights Act of 1965. The murder of George Floyd by Derek Chauvin, an on-duty police officer, now convicted of two counts of murder and one of manslaughter, may become the marker for a fourth founding leading to federal legislation. At this time, the House of Representatives has passed legislation titled the “George Floyd Justice and Police Act.” I had not been acted on by the Senate by the end of the first 100 days.

The pressure has been building since May 25, 2020 as discussed in 2020s [SYSTEMIC VISION](#) on the Digital Platform for the Declaration Era Educational Press (DEEP) in the first column, Raising Awareness, with the excerpt in the box as follows.

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

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

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

Caring about humanity through the pursuit of social justice is a major element in what will emerge in the decade

of the 2020s, and an element of institutional evolution, in the form of systemic change, going well beyond piece-by-piece reforms.

The piece-by-piece reforms is briefly discussed in *A Book Review of Our Common Purpose Reinventing American Democracy for the 21st Century*. It is the second item on that first column. The holistic approach is discussed in an appendix to the third overview booklet, *Great Danger Emerges: Great Experiment Challenged*. It is in Appendix D, Excerpts from Abridged Chapter Five, starting on page 137.

The final words on success, in the context of a discussion, is understanding the system. Furthermore, it is understanding the system has changed and continues to change. We are using the lens of complexity to grasp changes in process that alters structure.

The political process in our democracy, what there is of it, has changed. We are accustomed to thinking about the political process in terms of platforms. Thus, it is about what issues and what results to achieve through the role of government. Presumably, the goals are liberty and justice for all. The reality is that all the Democratic Party still pursues platforms; the Republican Party is pursuing power.

The Democratic Party is operating on that premise. The Republican Party is not. In recent decades it has increasingly focused on power; and most recently on winning at any cost, even if that is undermining the democracy. Here are a few excerpts from April 23, 2021, *The New York Times*' David Brooks op-ed piece, "***The G.O.P. Is Getting Even Worse.***" The excerpts are not contiguous.

When asked in late January if politics is more about "enacting good public policy" or "ensuring the survival of the country as we know it," 51 percent of Trump Republicans said survival; only 19 percent said policy.

With this. [ruthless] view, the Jan. 6 insurrection was not a shocking decent into lawless but practice for the

war ahead. A week after the siege, nearly a quarter of Republicans polled said violence can make possible to achieve political goals...

Liberal democracy is based on a level of optimism, faith and sense of security. It's based on confidence in the humanistic project: that through conversation and encounter, we can deeply know each other across differences; that most people are seeking the good with different opinion about how to get there; that society is not a zero sum war, but a conversation and a negotiation.

There is a lot more to read in the article, "Opinion | The G.O.P. Is Getting Even Worse," in *The New York Times*. The reality is that this is focusing on a segment of what used to be the Grand Old Party. A final quote from the column is as follows:

...The G.O.P. response to the Biden agenda has been anemic because the base doesn't care about more legislation, just their own cultural standing.

President Biden's address to Congress on the ninety-ninth day of the administration's first 100 days was enlightening to the public, but not moving to Republicans in Congress for much across-the-aisle legislation. The formal Republican response after President Biden's presentation to the joint session of Congress and the American public was more about the culture war than about platforms. We will revisit this in the discussion of the Biden administration's first year in office, at which time we will have an assessment of the popularity of the programs and with whom unity will emerge given the shift in the role of government.

It is clear that the Biden administration is focused on the welfare of the population and is apparently initiating a transformation to deal with a multiplicity of neglected issues. There is still hope for another Republican Revolution moving towards the ideals of Abraham Lincoln, Theodore Roosevelt, and Dwight David Eisenhower. It is clear that we are in the transition in the role of government, and the evolution of political parties. The website has

substantial discussion of the evolution of the Republican Party and provides some hope for its future returning to *our common purpose*, a free society with liberty and justice for all.

The first of the trilogy's books drafted, about five years ago, calls for a Declaration of Reform initiating a return of our nation's return to the path towards the ideals articulated in the Declaration of Independence. Last year, the American Academy of Arts and Sciences published the results of its two-year study, [Our Common Purpose Reinventing American Democracy for the 21st Century](#). It initiated some of what was called for in the treatise of what is now the trilogy's third book, [AMERICAN DEMOCRACY: THE DECLARATION, PURSUIT, AND ENDANGERMENT](#). It appears that the presidential address to the joint session of Congress on the ninety-ninth day of the first hundred days is calling for transition referred to as the *building back better*, that may well be another step towards the ideals referred to in the *Declaration of Reform*, see [Appendix D - BUILDING A NEW PARADIGM Excerpts from Abridged Chapter Five](#).

STRATEGIC GUIDANCE TOWARDS IMPROVING OUTCOMES

ALSO SERVES AS APPENDIX A OF
IT IS TIME TO DECIDE!
DO YOU WANT TO LIVE IN A FREE SOCIETY?

An Illustrative Example

By happenstance, it turns out that the pandemic is providing an opportunity to illustrate an approach that is applicable to a wide range of organic systems, including America's political economy.

This treatise under development is focused on the crisis of the pandemic, in the context of the multiplicity of crises, with which we are faced. We are looking to better understand how our choices, and the choices others, produce emergent outcomes that we would prefer to have in order to lessen the dysfunctionality that we and others are experiencing. This is about understanding the systems of the coronavirus as a system, and our society as an organic system.

FOUNDATION FOR RESTRUCTURING FOR A NEW AGE

CHAPTER ONE

THE PANDEMIC AS A FOUNDATIONAL EXAMPLE

Understanding Reality

Understanding reality is the place to start when one is making choices with the intent of improving outcomes. The discussion will use COVID-19 as a case example. However, as a prelude, there will be a bit of discussion of behavioral science that goes beyond the analytics normally associated with reasoning.

The analytics normally associated with reasoning are used in the search for truth, facts that correspond to reality. However, sometimes people believe “alternative facts” — statements that are not true. That belief may be detrimental to outcomes, or possibly beneficial depending upon the criteria used, especially in specification of who benefits.

The introduction of a new book, *Useful Delusions: The Power Paradox of the Self-Deceiving Brain* (2021), by Shankar Vedantam and Bill Mesler illustrates the point with the discussion of a con artist, on trial for charges of mail fraud. Some of his victims, knowing they had been defrauded, testified in his defense, *on his behalf*, because they received benefits from his fraudulent love letters. They were not concerned with the truth of the fictitious statements made in letters to them; they were pleased with the feelings that the letters generated. Apparently, the self-deception provided benefits perceived as better than the benefit of understanding of truth. They perceived an alternative reality.

We shall return to this phenomenon when we get to discussing strategic guidance towards improving outcomes. It is in the context of feelings impacting choices, in our quest for a paradigm shift that would take us to a New Age of Enlightenment — one with better outcomes.

Understanding the Coronavirus

[The major source for the first part of this discussion is the February 28, 2021 *The New York Times* article, The Secret Life of a Coronavirus by Carl Zimmer.]

Our discussion focuses on understanding systems, and subsystems, enough to be able to make choices that improve the favorability outcomes; or at least reduce unfavorable consequences. The unfavorable outcomes are associated with three sets of characteristics of various systems. The first set includes the nature of the virus itself, its contagion, and the consequences, especially death. In this section we start off focused on the first set.

The second set of characteristics is associated with our societal structure and processes that impact the contagion with which the virus attaches itself to human beings who serve as the host. The third set provides an additional discussion of understanding human choices in the changing environment that emerges with mutations, and choices made by us as individuals, others in the networks, and collectively as a society.

The Nature of the Virus Itself

As to the nature of the virus itself, the COVID-19 virus is a new strain of the coronavirus family. It has emerged from the pathogen of SARS-CoV2, a successor to SARS-CoV-1, the virus that caused the 2002–2004 SARS outbreak. Understanding its nature is discussed in the article utilizing research that followed the occurrence of SARS-CoV1. The discussion of that research, that characterizes the virus as a contagious living fluid, notes that the entity’s exceptionally small size (examined through electronic microscopes) has led the researchers to conclude that the entity, as a *contagious living fluid*, doesn’t play by “the same rules to live [presumably as a living thing].” Our concern is the nature of the entity as a being and how it relates to *our lives*. The discussion has to do with the nature of life.

A couple of key quotes from the first part of the third column of the lengthy article, are as follows: (1) “Viruses are largely made of protein, as are we. And yet they don’t carry the factories for building protein. They don’t have the enzymes required to turn food to fuel, or to break down waste.” And, (2) “They [the viruses]

multiplied, but not by being, growing, or even reproducing. They simply invaded cells and forced them to do all the work of making new virus.”

Although we are not through with this first set of characteristics, a preview of the next set is in order. The point there is that we humans have assumed that we are at the top of the food chain in which the expansion of species is contained by predators. Furthermore, that our being at the top leaves us free from predators constraining us in the same way that lesser beings are constrained. Although, coronavirus does not qualify for life on criteria of self-generation, it lives by feeding on our biological systems. As such, it is constraining our societal structure and processes.

The sad fact is that we invite the contagion from wildlife into our lives by ingesting some species via acquisition through wildlife trade. After the brief discussion of contagion, we turn to consequences of messing with mother nature without understanding potential outcomes.

The Contagion Issue

Returning to the rest of this section, its contagion, as is generally discussed, is airborne as well as being transmitted by direct contact. What appears likely is that the contagious living fluid can be spread by breath or sneezing, possibly being transmitted over a distance of up to five or six feet. It may linger in the air for an undetermined amount of time, and attach to surfaces. Survival on the surface probably depends upon the nature of the surface; possibly longer on porous surfaces than on smooth surfaces. We just don't have enough data to be confident with great precision. But we do know that wearing masks makes a difference, not only in the spreading of the virus (or poison, using the word's derivation from Latin), but also in fostering the mutation.

The generation of variants is an emerging contagion issue; the extent of which is uncertain. What seems likely at this time is that it could present, not only an extension of the time until the pandemic is really under control, and there is a semblance of what will be a new normal, but also will affect the existing vaccines in graver consequences. The pun on graver consequences is intentional.

The readership is no doubt familiar with the concepts of washing hands, wearing masks, and social distancing. The familiarity with keeping hands away from the face, sanitizing sprays, letting delivered items age before handling, are less common, but especially important for the vulnerable because of age or physical condition. Contagion leads to mutation, and mutation may exacerbate undesirable consequences.

The Consequences

Direct Consequences. The direct consequences relate, not only to the health of the individual serving as a host, but also to others, who may end up suffering from a wide range of potential damages to personal health, including death. For those with an impaired homeostatic capability, the virus may be deadly. Some of the others who may become infected, may not even become seriously ill, but they spread the disease serving as the carriers. That is only the start because the contagion operates in networks capable of a geometric expansion of the disease. That is the foundation of epidemics and pandemics.

If the spread of the virus goes unchecked, mutations emerge and exacerbate damage, not only in the number of people infected, but with the extent of potential damage to the health of the infected individuals. Since the extent to which vaccinations that provided protection from viruses for which they were designed may not be protection from mutations emerging from the virus (for which vaccinations have protected those vaccinated early in the chain of mutations), it is wisdom challenged not to prioritize containment so as to curb mutations.

The Role of Self-Deception. Homo sapiens have deluded themselves in believing that they are at the top of the food chain. The systems of nature operate with attempts for homeostasis, but interventions in the system may produce unknown and/or unwanted outcomes. One may make the case that mankind's invasion of the natural environment is not only generating financial consequences of global warming, but also driving animal life from wilderness. That is of particular concern because the rising contagion of viruses originating with animals is impacting our quality of life,

and demanding more from the role of government in dealing with the evolution underway.

One thesis on the origin of COVID-19 relates to the sale of captured wildlife in an open market in Wuhan, China, the city in which this particular strain of virus originated. The market sells pangolins, a scaly ant eater, among other foods, some of which can wind up affecting us too in a virus. The mammal can range in size from about one foot to one-yard long. Their meat and scales are used for traditional Chinese medicines. They are captured by poaching, as well as through deforestation. They are a heavily trafficked mammal. There are alternative thoughts on the source of COVID-19; but the point here is that there is a great deal that we don't know about it, and many of the things we think we know, are not so.

When we deceive ourselves, willingly or unwillingly, the consequences may become severe. A single sentence in a book review by Helen McDonald (*The New York Times* on March 14, 2021) of the Elizabeth Kolbert, *UNDER A WHITE SKY: The Nature of the Future*, makes a superb point for our discussion. The sentence is as follows: "The systems that support us are now highbred human-natural ones, and maintaining them increasingly requires us to adapt to inventive strategies to correct for our previous attempts of control, efforts that have frequently led to highly unfortunate outcomes."

We will be discussing the development of strategies for reconstructing our political economy to restore our nation back on the path towards the ideals articulated in the Declaration of Independence. This discussion of the pandemic is simply an opener to the multiplicity of issues we need to deal with to improve outcomes from our dysfunctional systems, globally as well as domestic in our quest to improve our quality of life; especially by outcomes restoring us to a path for success with what has been called *The Great Experiment*. That *Great Experiment*, our American Democracy, is not only failing to do well for the vast majority of the people in our nation, but is setting a poor example for the rest of what we like to think of as humanity.

Some of this failure is in the natural environment, as noted in our discussion of the pandemic. However, a great deal of our concern

is with our policy choices that were intended to prepared us for epidemics, and follow through in dealing with the issues. Especially relevant, is the failure of the Trump administration to share the truth with the public, and to override for political interests, measures such as use of masks and social distancing as part of what is necessary to constrain the spread of virus.

The preceding paragraph is a segue to a 2004 book edited by Bill Fossett and Brian Thomson, *YOU DID WHAT?* It is subtitled *Mad Plans and Great Historical Disasters*. One of the forty-seven illustrative stories is titled *Ecology, African Style*. The vignette is subtitled *You Stocked the Lake with What?* It runs a little over a single page [see pages 167-8]. In summary, a fish (Nile perch) was imported to deal with a food issue. That breed grows big in size of individual fish, and numbers. It wound-up devouring other fish leaving the food source worse than before the intervention.

Beyond this example, there are many poor choices made. Consider a couple of the about four dozen vignettes in the book. Here are two titles: (1) *You Broke In Where?* President Richard M. Nixon, Washington D.C., 1971; (2) *You Vaccinated Whom Against What?* The second item is an epigraph, “The best of intentions, the worst of science. Who says science and politics don’t mix well? Well, this does.”

That entry, authored by E. J. Neiburger, runs about six pages (246-252). It discusses a misdiagnosis in 1976. Politics interfered with the decisions that were made by an underfunded Centers for Disease Control and Prevention. As a start, an error was made, “...It looked to some public health officials like the 1918 flu had returned. It was a false alarm, but thousands would die in the series of errors that tried to deal with a pandemic that did not occur. [page 247].”

The article’s opening sentence was “The great flu epidemic of 1917-1918 was one of the world’s greatest plagues and depopulators of the world.” The narrative continues with a discussion of a couple of disasters. The relevance for our discussion is that it is wisdom challenged to underfund science, and even worse to cut back on what has been advanced. It is even worse to interfere with science for political motivations.

That series of self-deceptions and mismanagement resulted in thousands of unnecessary deaths. The self-deceptions associated with the current pandemic, bolstered by the intentional deceptions motivated by politics, resulted in hundreds of thousands of unnecessary deaths. The indirect consequences of damaging integrity go beyond the damages to our quality of life, they contribute to the global dysfunctionality of what passes for humanity.

Indirect Consequences. Before we go to testing and tracing; a subject that will be discussed in the next category that considers societal structure and processes, there are other significant consequences that impact the quality of life. The consequences are best understood in viewing the planet earth as one big system, even though it is a small part of an even larger system.

The next section, dealing with societal structure and process, focuses on our national scale. Although it is arguably the world's leading nation, that role has been declining. The consequences of the pandemic to other nations in the world will generated an impact on our own country.

The coronavirus turned out to be a top priority among a series of crises; although it became rivaled by a new *Day of Infamy*, January 6, 2021. We are exploring strategic approaches to dealing with a rising number of crises, including the divisiveness in our political environment that is hampering progress in a multiplicity of crises. **Our focus here is on the COVID-19 pandemic, but what we learn here may well help us with the other crises.**

Understanding Societal Structure and Process

Scale and Control

Understanding societal structure and process relative to the coronavirus necessarily deals with scale. The contagious living fluid of the virus is minuscule to the human body; and the human body is minuscule to the societal structure of the nation with the political and military power for personal protection. **In this section we are focused on societal structure and process dealing with the protection from the contagion.**

The United States of America, as a nation, has performed miserably in the containment of the contagion resulting in a huge proportion of deaths in relation to population. The societal structures that have done best in dealing with the contagion resulting in the lowest of death rates are characterized by a structure of centralized control and national health programs that include personal identification cards coded to track location. The processes include testing for contagion and tracing contacts; followed up by isolation of those infected enough to contain spreading the disease.

The virus does not respect borders. COVID-19 spread globally very quickly with the movement of hosts and multiple contacts. In the United States, preparation for epidemics was reduced during the Trump administration. The administration failed to reveal the truth regarding the extent of the danger, and lacked the proper preparation. The nature of control is split between the federal government and the states, and there was a lack of appropriate coordination in that relationship. Additionally, while there was some progress between contiguous states, a coordinated structure by region barely got started. There were significant differences between so-called red and blue states reflecting the extent of political control by state and local governments, and by the behavior of the residents, especially with the use of face masks, the nonuse of which became a political statement.

Our political structure was not designed for maximization of control for containment of pandemics. Rather it was designed to avoid tyranny. It is a great challenge to get a balance of concentration of power between the role of government under law, and the voluntary compliance for the common good. This takes us to the issue of human behavior.

Political Structure

Our structure as a nation was first conceived as a confederation of states declaring sovereignty when countering the tyranny of King George III who was unresponsive to their complaints. It took about a decade to transform the Confederation to become a federation of these [sic] United States. That transformation has

been called *America's Second Revolution*. It pioneered the creation of constitutional democracies in the form of a constitutional republic with a federal structure of three branches of government: legislative, administrative, and judicial.

The design was to avoid the concentration of power that would facilitate transformation into a tyrannical regime. The Constitution provided federal authority only to the extent delegated by the sovereign states. It was the first ten amendments, protecting the rights of individuals, that appears to reflect the individual rights claimed in the Declaration of Independence, to life, liberty, and the pursuit of happiness.

The Constitution does not call for the direct election of the president by the voters. It calls for an Electoral College with each of the states having the number of votes corresponding to the sum of their allocated members of the House of Representatives, authorized using the data of the decennial census plus two, the number of senators authorized per state, irrespective of population.

The false claims of a rigged election, made by Donald Trump while serving as president, led to the invasion of the Capitol building on January 6, 2021 in an attempt to stop the Congressional process of counting state votes submitted through the electoral college, in favor of redirecting some states to submit votes determined by the state legislatures, instead of the official ballot counting. Although it interrupted the process for hours, the counting resumed, and the newly elected president and vice president were inaugurated on January 20, 2021. The insurrection marked a new national crisis with a *Day of Infamy* intending to destroy what remains of American Democracy, in favor of an autocracy.

The political structure was designed to avoid tyranny of the masses, as well as tyranny of an individual or a collection of individuals. The design calls for a peaceful transfer of power. Our evolution of suffrage, as a nation, started with voters being white males of age owning property. A century later, it went on to include black males via the Fifteenth Amendment, adopted in 1870, as part of the Reconstruction era following the Civil War. It took an additional half century for the establishment of women's suffrage — codified in the Constitution by the Nineteenth Amendment in 1920. A third

of a century later, the Voting Rights Act of 1965 aimed to overcome legal barriers at the state and local levels that prevented African Americans from exercising their voting rights.

The suppression of voting at the state level is being revitalized by Republican-led legislation in some states utilizing a tribal mentality in opposition to fair representation in state and federal levels because it is as one politician put it, the politics “is a zero-sum game.” Legislation emanating from the House of Representatives, designed to foster fair representation, is not likely to get sufficient support of the Senate for passage. There is some genuine concern as to whether or not the Trumpian Republicans really want a democracy; or do they just want power so as to pursue their own political and personal interests? This reflects a serious concern as to the future of *The Great Experiment, American Democracy*.

Leadership and Human Behavior

In the first year of America’s pandemic there were over 500,000 lives lost from COVID-19, the vast majority of which could have been saved by better leadership at federal and state levels, and by human behavior that dealt better with reality. One may argue that Donald Trump was not only unqualified for the responsibilities of the presidency, but that his decision-making, while president, was focused on his being reelected, rather than being focused on the welfare of the nation.

He was the first president to be impeached twice, and there were only two other presidential impeachments in our nation’s history. He does not bear the responsibility for the excessive death rate alone; he is accompanied by millions of credulous voters who believed his lies and other shortfalls in dealing with truth. His rejection of science that was not useful for his political purposes contributed to the excessive death rate. He did not invent the bullying tactics and the vengeful behavior of political leadership, but it is likely that history will characterize him as its personification in what purports to be a democratic societal structure.

Our focus here is on the damage done not only by the character of his leadership, but also by the character of some of his followers. There are three levels of followers, not all of which are necessarily

related to traditional conservative values. The first two levels relate to political power. At the national level we are dealing with elected officials who are in fear of being primaried; having alternative Republican candidates supported by the party, when they are up for reelection. Some moderates not supporting Trump, have decided not to run for reelection.

At the state and local level there is great strength of the Trumpian Republicans. Some voters, including some Republicans, characterize the Trumpian Republican Party at federal, as well as at the state and local levels, as power-seeking for control largely for political and personal interests rather than national interests. There seems to be an excessive concentration of what Edward O. Wilson has described as the Paleolithic Curse, "...genetic adaptations that work well for millions of years of hunter-gatherer existence but are increasingly a hindrance in a globally urban and technoscientific society" [*The Meaning of Human Existence*, page 176].

In its first century, the Republican Party started with its leadership seeking equality of opportunity in competition to protection of property. It didn't take long to shift towards the protection of property. The return to focusing on equality rights came with the election of Theodore Roosevelt. It took a long time for the next transition, that was marked by the presidency of Dwight David Eisenhower. During those times there was "... the profound tension between America's two fundamental beliefs, equality of opportunity and protection of property." The quote is from Heather Cox Richardson's 2014 book, *To Make Men Free: A History of the Republican Party* [page xi].

After that first century of the Republican Party, there came a half century of four revolutions within the party. Although the website contains substantial discussion of those four revolutions, here are some excerpts from the item titled *Our Democracy is Destroying Itself: Power Without Morality Is Cancerous*.

- **Reagan's Republican Revolution in the Early 1980s**

"The first Republican Revolution was the Reagan one, which promised to roll back Lyndon Johnson's Great Society." So wrote Fareed Zakaria in the *Time Magazine* November 4, 2010 article, *The Republican Revolution: Real This Time?*

- **The Gingrich Led Republican Revolution**

The Gingrich led Republican Revolution is what we are calling the second of the Republican revolutions. It is what was identified by Zakaria in the article cited. The quote is as follows: “Round 2 was the Gingrich revolution.”

- **George Walker Bush Republican Revolution**

This takes us back to the opening sentence of the Zakaria article that triggered this essay, “We are watching the third Republican revolution unfold — the third time the Republican Party has come to power promising to fundamentally alter the relationship of the U.S. Government to society.” So, what is the ideology of the Republican Party with regard to the relationship of the U.S. Government to society?

- **The Trumpian Takeover of the Republican Party**

The Trumpian takeover of the Republican Party may be viewed as the fourth Republican Revolution. We may not have needed another clue, but there was one on Friday, July 31, 2020, in the form of *The New York Times* op-ed item titled “We Created the G.O.P Demise.” It is authored by Stuart Stevens whose book, *It Was All A Lie: How the Republican Party Became Donald Trump*,...

...In some respects, the Trumpian takeover of the Republican Party through the nomination process in which Trump attacked his fellow Republicans, is simply an adoption of the playbook of Newt Gingrich as discussed in *The Gingrich Led Republican Revolution*. In other respects, in concept, it “is a continuation of winning at any cost.”

The Grand Old Party has made significant contributions to our constitutional republic, starting with preserving unification of the United States, a constitutional democracy that survived a Civil War. The pursuit of power within what was a Grand Old Party is on the road to destroying our democracy. **Perhaps a fifth Republican Revolution will take us back to the pursuit of equality of opportunity, but in the meantime, we are paying a terrible price in the loss of lives and in the diminution of quality of life because a demagogue has exploited the feelings of some credulous followers.**

The wearing of masks could probably have saved over one hundred thousand lives had Trump's leadership been truthful about the pandemic and not fostered policies contrary to containment of the spread of the virus. Even more lives could have been saved had the nation been properly prepared, and the dissemination of scientific results been better generated and disseminated.

The human behavior of the populace bears substantial responsibility, as does other segments of our societal structure. The understanding reality introduction had a brief discussion of useful delusions. What is discussed in more detail on the website is how alternative facts have been used to exploit feelings of the Trump base not accustomed to critical thinking. The sad fact is that the feelings have not led to the benefit of the exploited; the process having been designed to benefit the concentration of power of an aspiring autocrat.

Some of that Trump following, with a belief in patriotism, and Trump having their back, have committed crimes that will lead them to serving time for having done the crime. Hundreds have been arrested, some who are simply victims of the *big lie*, "a stolen election." Others are simply domestic terrorists that will require a more punitive law and order treatment.

Although isolation is a strategic approach for dealing with terrorism, foreign and domestic, changing the environment to foster relationships in which there is a genuine caring for others, including those who are clustered in a different perspective among the pluralistic views. The foundation of our free society, is certainly worthy of greater consideration from a multiplicity of perspectives. A step has been taken in that direction in the first 100 days of the new administration in the search for unity in dealing with common problems.

We now turn to understanding the choices in a changing environment in order to shed light on some potential opportunity on fostering the call for a New Age of Enlightenment. The research is looking for ways in which to increase the equality of opportunity, and the strengthening of relationships that build social capital to take us back to pursuing the ideals articulated in the Declaration of Independence.

Restructuring for a New Age (the second part of *Strategic Guidance Towards Improving Outcomes*) is being written in stages. The new administration's first 100 days ended on April 29, 2021. A standalone item has been, or will be posted on the website, the Declaration Era Educational Press, starting in May, 2021. The first of four sections has now been integrated into this presentation.

The four sections for **Restructuring for a New Age** are titled as follows:

Learning from One Hundred Days

The Administration's First Year

Preparations for The Midterm Elections

Preparing for Our Nation's Challenge in 2024

Each of the four sections will be posted on the web as soon as feasible, given that additions to the second part of *Strategic Guidance Towards Improving Outcomes* will have to wait until the relevant period for each of the sections ends.

Hard copy updates of the overview booklet, ***IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?***, are planned for June of 2021, 2022, 2023, and 2024.

The entire **Restructuring for a New Age** is planned to be part of *Strategic Guidance Towards Improving Outcomes* and to the updated version of the trilogy's first overview booklet, ***IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?***

FOUNDATION FOR RESTRUCTURING FOR A NEW AGE

CHAPTER TWO THE START OF RESTRUCTURING

Learning from One Hundred Days

Introducing the Strategic Approach

On the eve of the final day of the first one hundred days of the Biden administration, President Biden addressed a joint session of Congress for his first time. **His message indicated that a transformation in the role of government is underway.** He presented a platform designed to improve the quality of life for the American public.

The administration's performance in the first one hundred days started with immediate action in dealing with the pandemic. It was a prelude to a platform of the building back better, especially with compassion for societal structure as well as the physical structure. The official Republican response to an ambitious and expensive set of programs indicated a cultural battle rather than a search for across-the-aisle compromise.

Our focus in this discussion is on the role of dealing with the pandemic as a demonstration of a strategy for improving outcomes focused on the health and welfare of the general public. As discussed, the role of the federal government, relative to the role of the state governments, is constrained. However, federal policy is still relevant for the outreach of unity pursuit of our common interests.

Unfortunately, the vestigial remnants of the previous administration that focused on political gains at the expense of the health of the nation, such as using masks and other restraints on the contagion, left a substantial cultural barrier to effective measures for bringing the pandemic under control, and reducing the likelihood the extent of resurgence.

Unfortunately, at the end of the first one hundred days, there is not an increase in the hope for across-the-aisle legislation. However, there is a hope for increase in unity over time as whatever successes in proposed programs help in building back better are actually achieved.

We will see what happens with whatever evolves from the design of programs to improve the quality of life of the vast majority of Americans.

A Prologue Type Comment. Governmental control in the wearing of masks as protection from the spreading of the virus in the United States is divided. The federal government is limited, as reflected in President Biden's first executive order (January 20, 2021). That Executive Order requires masks on federal property for his first 100 days in office. The individual states have the authority for mask requirements on private property.

The restructuring for a New Age is going to require great attention to feeling as well as reasoning. The shift is that the benefits from feeling should accrue to the individuals in society, and the community, rather than being exploited for the benefit of leadership.

This structure may be molded to a holistic approach of valuing diversity and developing relationships that enables the individual to more effectively develop a sense of place that facilitates a coevolution of individuals and society. The effort explores processes that lead to the structure of a free society. There is an Epilogue to the *Strategic Guidance Towards Improving Outcomes*. It also appears at the end of the standalone item *Restructuring for a New Age*.

Clues for Outcomes. The first one hundred days of the Biden administration provides some clues as to our nation's progress that will be made for *building back better*, hopefully utilizing efforts for *unity in government*. The first two years of the new administration will significantly impact the midterm elections in 2022. Those results at state and federal levels will impact the next two years and the survival of American Democracy.

We need a *New Age of Enlightenment* that shifts from the tribalism that generated the dysfunctionality of our system. **We need to move to a unity for our common purpose of a democratic society** that is truly representative of the electorate; and not the result of the pursuit of power at any costs, even the destruction of our democracy.

This concluding section (Restructuring for a New Age) of *Strategic Guidance Towards Improving Outcomes*, that uses the pandemic crisis as a case example of processes, is provided as a standalone item, as well as part of the strategy guidance article that serves as the first appendix to *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*

Only the first two parts of the Appendix A of the Restructuring for a New Age are available at this time. This is because the design of the presentation calls for a periodic updating of the report and analysis of progress in the design of strategies for dealing with a multiplicity of crises facing our nation. The updating process is structured by parts as the time goes by.

Power Struggle Context

The survival of American Democracy is at stake! The attack on the Congress, in session in the Capitol building on January 6, 2021, was designed to supersede the legal processes of American Democracy, with the D capitalized as a proper name for our political system that is arguably as much a plutocracy as a democracy. Its evolution from democracy and national security, foreign and domestic, was aided and abetted the former president, Donald John Trump, whose only major legislative accomplishment in his first year of office was a so-called tax reform that accelerated the growing power of the wealthy further tilting political power to the wealthy. His actions throughout his full term of office arguably indicate that his concern was with his reelection, even if at the expense of the welfare of our nation. He was in pursuit of moving our democracy, such as it is, towards an autocracy.

The divisiveness that he accelerated had an inflection point a few decades earlier with what may be called a Republican revolution. Reagan's Republican Revolution in the early 1980s fundamentally altered the relationship of our nation's government to our society. It was a power shift that "...promised to roll back Lyndon Johnson's Great Society."

More of this is discussed in this treatise on strategic guidance in the sub-section titled *Leadership and Human Behavior* that immediately precedes this second part of the treatise,

Restructuring for a New Age. The first two Republican revolutions discussed in the *Leadership and Human Behavior* section (pages 83-84) were as follows:

Reagan's Republican Revolution in the Early 1980s — “The first Republican Revolution was the Reagan one, which promised to roll back Lyndon Johnson’s Great Society.” So wrote Fareed Zakaria in the *Time Magazine* November 4, 2010 article, “The Republican Revolution: Real This Time?”

The Gingrich Led Republican Revolution — The Gingrich led Republican Revolution is what we are calling the second of the Republican revolutions. It is what was identified by Zakaria in the article cited. The quote is as follows: “Round 2 was the Gingrich revolution.”

Former President Donald Trump picked up on the Newt Gingrich style of pursuit of power with an uncouth approach that devastated his opposition. It appears that he bullied his way to the Republican nomination and then apparently picked up a tyrant’s playbook in order to pursue an autocracy.

As further background to understanding bipartisan cooperation, or lack thereof, at the federal legislative level, and the representativeness of government at the state level as well as the federal, consider the following: (1) the former president, Donald Trump, and his supporters, spread false information on the fairness of the election and did so in some measure by appealing to feelings to credulous supporters, with the objective of their own political gains, and not the welfare of the supporters; (2) approximately sixty lawsuits challenging the election were unsuccessful in the efforts of Trump and his supporters to manipulate the law for their own political gain; (3) there are hundreds of legislative actions at the state level that are designed to suppress voting with the intent aimed at the Republicans pursuit of power, in contrast to a fair representation of the will of the voting public; and (4) the blocking of legislation in the United States Senate by Republican representatives for legitimate reform of election procedures that distort fair representation of the electorate.

The last half century history reveals that the Republican Party has in varying degrees pursued power at the expense of democracy.

The G.O.P. has been instrumental in moving the political system towards a plutocracy that under Donald Trump appeared to be on the way to an autocracy.

The trilogy's first book, *Common Sense Revisited: America's Third Revolution* [now being revised] has numerous references to a book review in *The New York Times* of August 20, 2017, by Heather Boushey of Nancy MacLean's book, *Democracy in Chains: The Deep History of the Radical Right's Stealth Plan for America*. The quotation is highlighted in the box that follows.

Change in the Minds of Society

There are many minds of society in America's political structure. In recent times the tribalism of power-hungry societal segments has increased divisiveness at the expense of across-the-aisle compromises. Ideologies that deny the pluralism of democracy will destroy either democracy or themselves, unless they are isolated.

If it is the greed for wealth or power, or both, that is driving the political economy, then the diverse minds of society, through the evolution of power, may lead to what appears to be, in some form, a result that could be characterized as being among one of at least three potential outcomes...[From chapter 4 - Harnessing Complexity in the Twenty-First Century on page 81 we now skip to pages 85-6.] The point is that a plutocratic outcome [evolving to an autocracy] would likely not last very long. Just as the reign of Tsar Nicholas II was destined to fail, so would the reign of an American tyrant be destined to fail, although the revolution would not be by arms, but rather by votes. The results would likely be something close to what is reportedly feared by James M. Buchanan according to a book review by Heather Boushey. She wrote "**So Buchanan came to a radical conclusion: Majority rule was an economic problem. 'Despotism,' he declared in his 1975 book, 'The Limits of Liberty,' 'may be the only organizational alternative [86] to the political structure that we observe.'**" [Emphasis added.]

The reviewer continues in the next paragraph: “Buchanan therefore argued for ‘curbing the appetites of the majority coalitions’ by establishing ironclad rules that would curb their power.”^{xv}

This, and the series of Republican revolutions in the last half century, are discussed in the posting of *Our Democracy is Destroying Itself: Power Without Morality Is Cancerous*. It is also intended for potential use as Appendix B of *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*

The restructuring for a New Age is going to require great attention to feeling as well as reasoning. The shift is that the benefits from feeling should accrue to the individuals in society, and the community, rather than being exploited for the benefit of leadership. We are looking at the continuation of the evolution of human behavior in the environment of the pandemic that plagued 2020 and will continue to be a serious problem.

The Pandemic as a Case for Unity

As a clarification, this section as a standalone piece (*Learning from One Hundred Days*) is currently the concluding section of a longer piece, *Strategic Guidance Towards Improving Outcomes* (more sections will be added). It is one of two website articles that is exploring a blog-type development of content that corresponds with an array of developments during the Biden administration.

Each of those two website articles has one paragraph among the first four paragraphs of the major item on the Motivated Learner Platform’s fourth column (Getting Educated). *The Motivated Learner Platform* is also known as the digital platform for the Declaration Era Educational Press (DEEP). The major item is the first in the fourth column. It is titled *Website Content Introduced*. It starts with a preface that is only five paragraphs long and a table of contents. The narrative, of about a dozen pages, would be an excellent appendix for this article. Indeed, additional references will be made in this standalone item to that *Website Content Introduced* item.

The first two paragraphs are in the box that follows. You can easily skip them and go right to the two paragraphs that discuss this website and will provide a current/recent events discussion as part of a virtually free education for motivated learners.

Preface

This website is an educational innovation designed to provide lines of reasoning in brief formats; with links to delving deeper with great ease, and citations for normal pursuit of more detailed information. Its design started off using the endangerment of American Democracy as a demonstration case. The start was with what is now the trilogy's third book, *American Democracy: The Declaration, Pursuit, And Endangerment*.

It has now blossomed to include two additional books, as well as three overview booklets. The second book drafted, *Perspective for A Sense of Place: Voter Empowerment*, was designed to be supportive, especially with an understanding of how process impacts structure. The third book drafted, is now the first book of the trilogy. That book was triggered by events in 2017, the first year of what history will record as America's worst president. The book, *Common Sense Revisited: America's Third Revolution*, provides background for what is currently being designed as a supplement to the first of three overview booklets.

Public Policy

President Biden's strategy for dealing with the pandemic apparently includes the pursuit of unity in the common cause of mitigating the impact through COVID-19 through a harm reduction strategy. As a start he recommended especially wide use of masks for the first 100 days of his administration.

Governmental control in the wearing of masks as protection from the spreading of the virus in the United States is divided. The federal government is limited, as reflected in President Biden's first

executive order on January 20, 2021, his first day in office. That executive order requires masks on federal property for his first 100 days in office. The individual states have the authority for mask requirements on private property.

As a start, here is a website report: [Wisconsin Supreme Court strikes down governor's mask mandate](#), from Todd Richmond, Associated Press:

On March 31, 2021 the Wisconsin Supreme Court "... blocked Democratic Gov. Tony Evers from issuing any new public health emergency orders to mandate face masks without the approval of the Republican-controlled state legislature... In a 4-3 decision, conservative justices in the majority declared the statewide mask mandate invalid and ruled [quoting from the Todd Richmond article as follows:

The conservative-leaning court ruled 4-3 that Evers violated state law by unilaterally issuing multiple emergency orders to extend the mandate for months. It found that Evers needed legislative approval to issue more orders after the expiration of the initial 60-day mandate he issued in August.

"The question in this case is not whether the governor acted wisely; it is whether he acted lawfully. We conclude he did not," Justice Brian Hagedorn wrote for the majority.

Coevolution

In the case at hand, we are looking at three levels of coevolution. The first is the evolution of the virus. It requires protein that it is not able to produce by itself. It obtains the protein by attaching to a host; in the case at hand, a human body. It evolves to produce variants. Variants may be more powerful than the generating virus.

At the second level we are looking at the coevolution of individual human beings, especially the electorate. At the third level we are looking at the coevolution of the elected leadership. Those two levels are discussed in the concluding section.

The new hosts for the virus, in the case at hand, are human beings. At the time of this writing, we are focusing on the first 100 days of the Biden administration. The impacts on human beings varies according to the health conditions and stage of development of the individual human body. For the coronavirus, its inner world is itself, while its outer world is the human body of the host.

For the human beings, their inner worlds include the organs of their body and the viruses. Their outer worlds include the political economy and the societal structure. What we had just noted is that public policy is setting the structure for that outer world. That structure deals in territory at various levels of government, local, state, and federal. Our concern here focuses on the behavior of the individuals and the levels of government.

We are dealing with complex adaptive systems that evolve. We are particularly concerned with nascent disciplines blended into long-established disciplines, not only physical and biological sciences, but also the social sciences and the humanities. What follows is a brief discussion indicating the relevance of some nascent disciplines in understanding what evolves.

Some Nascent Disciplines

Complexity Science

Complex systems, such as human bodies and societies, are composed of organisms that interact with each other to produce emergent properties. The interactions at a micro level relative to a macro level generate characteristics at the macro level that are not simply summations. Rather they are characteristics not necessarily present in the interaction of the organs.

What we are looking at here is behavior of individuals in making choices at a micro level that impact the structure at the macro level. This happens through the interactions in the networks. Getting a better understanding of how the system works, takes us to the network science.

Network Science

The individual elements network science are nodes. The nodes may be individuals in a social or business network. The nodes may

be core airports in a transportation network. The number of links from a core node to other nodes may vary widely, as well as the strength of relationships. In personal relationships, we often think of the relationship and contacts with various levels of influence. In business relationships, contacts may vary in degrees of accessibility.

For our purposes here we are looking at the interactions of individuals and the contagion of the virus to the populace in the territory under consideration. Virus has no respect for territorial boundaries, but the coevolution of the coronavirus and the infection rates is a geometric function of network contacts. The geometric function is illustrated in an excerpt from an earlier version of *Website Content Introduced*.

Trust is Required. You may hope for the building of social capital so that you, and other Americans, have a commonality of interests that will influence the array choices generating the desired emergent properties. Trust is crucial in this process. Consider the coronavirus, and the wearing of masks, and social distancing as they may affect the contagion.

When this was first drafted late in October 2020, the spread of the virus was spiking for a second time. Understanding it may be facilitated by using a paradigm that includes the application of network science in which the number of contacts made by the virus to a new host is substantially related to the proximity and duration necessary for the virus finding a new host. The conditions from which new hosts may be reached are critical in the process. The conditions under which contacts limit to an average of one or less new hosts, produces contamination results that provide a limitation on the spread. An average number of successful transfers of disease greater than one per person infected will geometrically increase the spread. Two contaminations from each infected person doesn't simply double spread, it magnifies the spread in a sequence that would go 2, 4, 8 etcetera assuming the pattern is continued in successive contaminations. The pattern of three per infected, if

persistent in the network, would go 3, 9, 27. Although it is uncertain what the number of subsequent contacts would be, the pattern for a containment strategy is to keep the average number at one or less.

It was predictable that after the holiday season at the end of last year, there would be another spike early in 2021. As this essay is being updated in February 2021, the spike is subsiding. It is subsiding in part because vaccinations are increasing. But the contact precautions of washing hands, wearing masks, and social distancing still impact the spread of the virus.

Cognitive Science

The restructuring for a New Age is going to require great attention to feeling as well as reasoning. The shift is that the benefits from feeling should accrue to the individuals in society, and the community, rather than being exploited for the benefit of leadership. The Trump administration exploited feelings through tribalism and misinformation. It capitalized on the role of identity. The choices made by his followers not to wear masks, and not to pursue social distancing, added to the surge of infection and death rates. Our concern is with the coevolution of individuals, the sense of enhancing their level of consciousness, beyond simple awareness.

What we are looking at from the first hundred days is an assessment of a rising level of consciousness in the electorate, especially the populist Republicans without college degrees outpacing the evolution of their elected leadership as to the rising level of consciousness. The elected leadership's rising level of consciousness will arise from surveys and election results.

A way to look at this is with three philosophical questions that keep recurring: (1) What can I know? (2) What may I hope? (3) What ought I to do? Our approach to this is to use the logic of an agent-based modeling approach. The variation of the philosophical approach is to understand the following: (1) Where We Are; (2) Where We Want to Go; and (3) How Do We Get There?

The paradigm used for this approach is based upon a powerful model for understanding the evolution structure that is based upon its interaction with process. It is an agent-based model.

Agent-Based Modeling Approach

The agent-based modeling approach, for our dealing with the coronavirus in our democracy, is a multiple network approach of coevolution. It starts with the network functioning of the coronavirus (initially COVID-19 in the case at hand) as it impacts the other two levels: individual human beings and the elected leadership. They also operate in networks.

The system is incredibly complex because the virus attaches to human hosts that are in both the electorate and the elected, and the containment of the disease is heavily dependent upon the behavior of the populace, especially the electorate and their elected representatives.

Medical science has made great progress in understanding the control of health damage, **but maximum control calls for unity of behavior of the populace.** What will be noted shortly is in the box that follows:

There is a trade-off as discussed in the **Scale and Control** section in the main body of *Strategic Guidance*, “Our political structure was not designed for maximization of control for containment of pandemics. Rather it was designed to avoid tyranny. It is a great challenge to get a balance of concentration of power between the role of government under law, and the voluntary compliance for the common good.”

The complexity is enhanced by virtue of the multiplicity of networks involved in the system. As a start, the source of authority for government is the electorate. However, that source of authority is represented and/or manipulated by political parties in the quest for power sometimes related to platforms.

The political parties are also networks. They have differences in the views of the role of government relative to the population. Both major political parties have evolved dramatically during their existence. There are systemic problems in their actually providing fair representation of the will of the public.

The public is composed of a diversity of networks. The extent of diversity in the diversity has also evolved as the population has changed over more than two centuries. So, the place to start is “Where We Are” in structure. The simple answer is in a substantial transition.

The profound answer after President Biden’s speech to the joint session of Congress is that we have started on a transformational era.

The 2020 Republican Administration

Early in 2020 there were clues about the forthcoming virus, and the lack of preparation. Additionally, the then president, Donald Trump, not only (1) continued the Republican party’s quest for power at the expense of democracy; (2) furthered judicial control as our most dangerous branch of government; (3) accentuated the shift of power from the legislature to the presidency; (4) furthered the strength of plutocracy over democracy; and (5A) pursued his reelection at the expense of national security (5B) and the health of the nation.

Regarding that fifth item in the previous paragraph, (A) the national security item was that Donald John Trump, the then president of the United States, had been impeached by the House of Representatives on two counts having to deal with the Ukrainian quid-pro-quo effort aimed at reducing the electability of Joe Biden; and (B) he knowingly and intentionally misled the public as to the risks of what became known as COVID-19. Furthermore, his leadership of the administration failed to adequately foster contagion reduction policies, especially the wearing of masks and social distancing.

As discussed earlier (in the **Scale and Control** section of **Understanding Societal Structure and Process** (in the main body of *Strategic Guidance*), the containment of the virus is impeded by the

division of powers between the federal and state governments. The paragraph is as follows:

The United States of America, as a nation, has performed miserably in the containment of the contagion resulting in huge proportion of deaths in relation to population. The societal structures that have done best in dealing with the contagion resulting in the lowest of death rates are characterized by a structure of centralized control and national health programs that include personal identification cards coded to track location. The processes include testing for contagion and tracing contacts; followed up by isolation of those infected enough to contain spreading the disease.

There is a trade-off as discussed in the **Scale and Control** section in the main body of *Strategic Guidance*: “Our political structure was not designed for maximization of control for containment of pandemics. Rather it was designed to avoid tyranny. It is a great challenge to get a balance of concentration of power between the role of government under law, and the voluntary compliance for the common good.” A structural change occurred midday on January 20, 2021 with the inauguration of Joe Biden as the president of United States. We will get some clues as to patterns that will emerge reflecting changes in process and structure as a result of what happens between now and the election of 2024 election.

Summarizing the First One Hundred Days

From the opening prologue for this section of *Strategic Guidance (Restructuring for a New Age)*, we have an opening paragraph as follows:

Governmental control in the wearing of masks as protection from the spreading of the virus in the United States is divided. The federal government is limited, as reflected in President Biden’s first executive order (January 20, 2021). That Executive Order requires masks on federal property for his first 100 days in office. The individual states have the authority for mask requirements on private property.

The authority and the operation of the individual states was illustrated in a discussion of public policy as part of the subsection of **The Pandemic as a Case for Unity** [see page 92]. In summary, the governor of Wisconsin, a Democrat, issued an emergency order mandating the wearing of masks. The Republican-controlled legislature took it to court, and the Supreme Court ruled in a 4-3 vote, the majority opinion being, “The question in this case is not whether the governor acted wisely; it is whether he acted lawfully. We conclude he did not.”

President Biden, an advocate of unity, was only able to get the first major bit of legislation dealing with the pandemic past by the use of a budget reconciliation approach in the Senate, requiring a simple majority. In the Senate, legislation may be obstructed by a filibuster in that it takes sixty votes to stop the obstructive measure of endless debate. The Republican alternative to the bill had a lowball price tag of about one-third the amount passed by the House of Representatives. President Biden at a White House meeting with some Republican senators made some progress in reaching across the aisle, but not enough to overcome what appears to be a continuation of the tribalistic approach by what may be called the Trumpian Republican Party.

Some coevolution is occurring between federal government policy and some Republicans at large, not much with elected representatives. The coevolution is impeded by individual behavior with regard to masks and social distancing. As a result, the early spurt of infections has receded somewhat, but the occurrence of variants in the global situation has not shown a clear path to control. We should avoid the mistakes made in India.

The best news is the manufacture and distribution of vaccines has progressed beyond expectations. There is still resistance in some sectors to becoming vaccinated, with a threat to herd immunity. We have some clues for mitigation of the virus based upon the first hundred days. But notably absent are testing and tracing.

Also at issue is the idea of retail establishments’ being able to require masks. Additionally at issue is the adoption of vaccination licenses as a control measure.

The first hundred days is showing some hope, **but a great deal more is going to have to be done to get the pandemic constrained enough to come to a new normal.**

The old normal is history. We will know a lot more after reviewing what happens in the new administration's first year. The future is going to depend upon what we actually do.

We next turn to a discussion of most of the first year of the administration with a great deal of hope for a serious beginning of societal unity and co-evolution in a variety of networks essential to appropriately dealing with the pandemic. However, we are not optimistic that the Republican leadership will value their constituents' health above their quest for power.

EPILOGUE TO PART ONE - FOUNDATION FOR RESTRUCTURING A NEW AGE

If you want to live in a free society, your concern goes beyond your own choices; it goes to the choices of others, and the interactions at various levels of society. Conceptually, in varying degrees, people's choices are made with a blending of reason and feelings. It operates in an organic system of inputs and processing that includes not only what has been learned in various forms, but also what has been experienced in feelings.

The blending of reasoning and feeling varies widely, heavily influenced by the genes and memes of the individuals, that evolved over time. Many people are most comfortable in an environment in which there are great commonalities, but diversity is a great asset. In economic systems, the productiveness of the individual and the community as a whole is heavily impacted by diversity. The commonalities facilitate the development of specializations, producing expertise in performance. The diversity blends the contributions to enhance the productivity through emergent processes.

All of this takes place in territories staked out in which to conduct the activities. The territories have some form of political structure that is responsible for protection of its inhabitants, not only from external forces that would pillage the production if its territory, but also from internal strife. Some political structures are hierarchal in nature, dominated by royalty or clergy, or other sources of power, including the potential of brute force.

Our American experiment started with the political structure of the people as the source of authority. What had been colonies were declared to be sovereign states by its inhabitants, by breaking from the tyranny of King George III. They bonded together as a confederation, but transitioned to become a federation in the form of what is known as a constitutional democracy, but may better be described as a constitutional republic.

It is that structure, and the processes by which it evolves, that is the focus of our discussion of behavior that has taken us to the discussion of our dysfunctionality as a society, and political economy,

that has unnecessarily caused hundreds of thousands of lives in our nation's first year of the pandemic. As just noted in the last section of the treatise, under the topic of **Reconstructing for a New Age**, the analytical system illustrated by the discussion of the pandemic is applicable to the other crises, and especially to the challenge of survival of our democracy, upon which we rely in order to live in a free society.

The line of reasoning for the pursuit of living in a free society starts with the value of diversity, illustrated by a discussion of the economic system, but applicable to the societal system, especially as applied to the political structure, and the processes by which it functions. Pluralism, as a key concept, ranks with the rule of law in that your freedom exists by the virtue of others having the same freedom. **Denying the rights of others is a threat to the survival of your rights.**

The rule of law is a vehicle for fairness in the system. To abuse it, is to erode the integrity of the system. What has just been described in the restructuring for a New Age of Enlightenment is a process, by which individuals by understanding their sense of place in the system, can participate in co-evolution of the system and its inhabitants. Undermining that process is cancerous to the health of the system, and can be fatal to your freedom.

The divisiveness that our society is experiencing is cancerous to our future. The website for which this treatise is intended is designed to facilitate education. Each individual is responsible for her or his own education, but it is pursued in a variety of forms. Understanding the systems is a source of power; but power without morality is destructive of a free society; see the DEEP website posting titled *Our Democracy Is Destroying Itself: Power Without Morality Is Cancerous.*

SHORT LINKS AND NOTES

This feature is under development.
Only one item is currently posted.

BOOK ONE EXCERPTS FROM CHAPTER 4

HARNESSING COMPLEXITY IN THE TWENTY-FIRST CENTURY

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The Lens of Complexity and Network Science

The lens of complexity and network science as used to understand the human mind may also be used to better understand the multiplicity of the minds of society. This is particularly applicable to market-based societies such as the American political economy. Although markets themselves operate with distributive control as the networks of interactions provide the emergent properties of the [shift to page 105] market, the behavior of the agents (players or participants) occurs in a structure in which some rules are hierarchically determined by political power. The morality of those with the political power and the morality of the agents make a great deal of difference in the nature of the structure that evolves. As a result of regulation and agents' responses to the changing environment, the structure of the system evolves over time.

Drawing on the work of John H. Holland in his book *Signals and Boundaries: Building Blocks for Complex Adaptive Systems*, the discussion here is turning to the evolution of minds of societal segments as they coevolve with the evolution of the state of which they are part. Holland considers "...four general properties of signal/ boundary systems... diversity, recirculation, niche and

hierarchy, and coevolution [page 95].” xiii ... [Skip to starting on page 107]

Diversity as a Choice. Specialization places diversity at the foundation of our economic system. Within a wide variety of specializations in our economic system, there are signals which provide the information to indicate the course of action to be taken within the boundaries of the specialization. Others in the system with different specializations carry out different activities within the boundaries of their specialization. As a result of this diversity, combinations of specializations produce rewards for the individual properly reacting to the signals and rewards from other individuals; all of this results in greater productivity than would be produced without the degree of specialization that takes place. This is exemplified by Adam Smith’s example of the production of pins.

The selection by an individual as to his or her specialization is at the foundation of our economic system. It is only one dimension of choices on how to live. But, it is in the context of how one human being relates to other human beings. That behavior is a matter of ethics. The ethical behavior is in the context of the memes, the elements of culture passed by nongenetic means. The genetic sources of behavior include genes embedded in 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].” xxx The paragraph starts with “Human beings are not wicked by nature.” It continues to say after some optimistic comments that “The problem holding everything up thus far is that *Homo sapiens* is an innately dysfunctional species.”

Another version of the reality may be drawn from Kant as contained in the following excerpt:

“Each of them will always abuse his freedom if he has none above him who exercises power in accord with the laws. The highest ruler should be just in himself, and still be a human. This task is therefore the hardest of all; indeed, its complete solution is impossible, for from such crooked wood as a human is made can nothing quite straight ever be fashioned. Only

the approximation of this idea is imposed upon us by nature.”
— Immanuel Kant, *Idee zu einer allgemeinen Geschichte in weltbürgerlicher Absicht*, 6. Satz (1784) in *Sämtliche Werke in sechs Bänden*, vol. 1, p. 230 (Großherzog Wilhelm Ernst ed. 1921)(S.H. transl.)

This discussion is in the territory of ideas, the boundary being the domains within which the signals will be processed in the minds of individuals and/or networks of individuals. Diversity of ideas is a great asset in the evolutionary process which involves diversity, selection, and magnification. **Uniformity is not a great asset when it denies the Declaration’s “...certain unalienable Rights, that among these are Life, Liberty, and the pursuit of Happiness.”** [Emphasis added.]

The concern here is with the evolution of American Democracy, away from the tribalism of the two major political parties. [Emphasis added.] That evolution caused a rejection of the establishment in the 2016 elections. Our concern is finding a path returning to progress towards the ideals articulated in the Declaration of Independence. In so doing, it is critical to understand the nature of pluralism as [page 109] described by Isaiah Berlin: “...the conception that there are many different ends that men may seek and still be fully rational...” Pluralism enabled America to become great. xxxi We shall further discuss pluralism using the concept of diversity. Now, however, we turn to the concept that within diversity there are people that have inborn traits that from a perspective of social life can be a burden to societal evolution. xxxii [Emphasis added.]

Isaiah Berlin popularized the concept espoused by Kant, using it in his essay titled “The Pursuit of the Ideal.” His phrasing in quoting Kant is as follows: “Out of the crooked timber of humanity no straight thing was ever made.” Henry Hardy used the essay as the opening chapter of the book he edited, providing the title as follows: *Isaiah Berlin: Crooked Timber of Humanity: Chapters in the History of Ideas*.

Diversity as a choice is heavily impacted by land use patterns and the boundaries drawn for voting districts for legislatures....

STRATEGIC GUIDANCE TOWARDS IMPROVING OUTCOMES

Part Two - Most of the Administration's First Year Provided in Three Chapters

PREFACE FOR THE THREE CHAPTER SERIES

This component, *Most of the Administration's First Year*, PART III of Appendix A, *Strategic Guidance Towards Improving Outcomes*, is designed to be posted as a standalone item on the Motivated Learner Platform of the Declaration Era Educational Press (DEEP), as well as part of Appendix A (*Strategic Guidance Towards Improving Outcomes*) to DEEP's first overview booklet, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*

It is not intended to provide a comprehensive view of most of the administration's first year. Rather, it is planned to be part of a periodic update to our nation's effort to return to the pursuit of the ideals articulated in the Declaration of Independence. This is done in the context of an educational innovation designed to foster a co-evolution of the voting public and their elected representatives.

For decades, we have experienced a decline in performance of *The Great Experiment*, also known as American Democracy, with the "D" capitalized as a proper name for an institutional arrangement that made progress towards its ideals for two centuries. The opening paragraph to the prologue for the first overview booklet sets the tone for the focus that is being taken by the new administration to returning our democracy to a unified support for the Constitution, and to return to modifications with amendments that will deal with reality of the twenty-first century.

Prologue: The Price of Liberty for
It Is Time to Decide!
Do You Want to Live in A Free Society?
Our Greatest Problem

Conventional wisdom might place the COVID-19 situation in America as our greatest problem. It could be argued, however, that the situation is simply the emergent results of the multiplicity of problems resulting from a single condition, the dysfunctionality of Homo sapiens as a species, particularly in our American Democracy as *The Great Experiment*.

This booklet is an alternative introduction to the DEEP website, that includes its trilogy of books. The website is designed to foster educational innovation to help save *The Great Experiment* from failure. The *Appendix A, Strategic Guidance Towards Improving Outcomes* utilizes the COVID-19 pandemic as a case illustration for enhancing process and structure applicable to the multiplicity of crises.

The first part of the appendix, *The Pandemic as a Foundational Example*, provides a basic understanding of the nature of the coronavirus, as well its operation in the context of our society and our behavior. The second part of the appendix, *The Start of Restructuring*, begins the discussion of building back better. It starts with what we might learn from the first 100 days of the new administration. As noted, it is part of a periodic update as events unfold.

This third part starts with a discussion of a **strategic shift for dealing with the pandemic**. It then moves to using some concepts for dealing with the longest war, that started as a response to foreign terrorists producing the 9/11 catastrophe. It continues with a discussion of the building-back-better agenda as impacted by the tribalism. The discussion of *Dysfunctional System Reform* is planned for the fourth part.

MOST OF THE ADMINISTRATION'S FIRST YEAR

CHAPTER THREE STRATEGIC SHIFTS FOR THE PANDEMIC

A Strategic Approach Announcement

On September 9, 2021, President Biden delivered a speech in which he announced a shift in strategy for dealing with the pandemic. Although that is not what he called it, that is what it amounts to in our analytical approach.

Our perspective indicates that there were at least three environmental changes that came into play for the pandemic that called for a shift in strategy from (1) emphasizing containment including restrictions on contagious distribution of the coronavirus, as compared to (2) an emphasis of immunity, along with other defensive measures for protection of the population.

Containment and Immunity Background

Containment and Other Contagion Impediments. Containment is an approach that starts with restriction of contact by isolation of the transmissible virus, a living fluid that needs to latch on to a host to obtain the protein that is its source of energy. Lockdowns provide an isolation that restricts contact; but the transmutability of the fluid may be impaired by the infected person wearing of masks and maintaining social distancing.

Testing and contact tracing is a powerful means for containment in that given the time necessary for symptom development, the spread of the disease may be contained by isolation of potentially infected persons, who had contact with an infected person, before symptoms are developed, and subsequently contacted persons are infected.

Immunity and Other Defensive Measures. Immunity is the potential host's provision of a barrier to becoming infected. Vaccinations provide an organic barrier to the infection in that the virus is impeded from getting the protein for survival. Other defensive measures include the mask to protect from becoming infected, working best in layers. A person may wear a layered mask

as a defense, but an infected person wearing of mask may help someone else in their defense.

The containment strategy focuses on actions that restrained contacts permitting access from an infected person. Immunity strategy focuses on an individual's defense of measures. Masks are useful for both strategies as is the practice of social distancing.

The Common Good Approach. The common good approach is well illustrated by the [tragedy of the commons](#), the case where an unrestricted individual action, when exercised by a sufficient number of individuals, erodes the intended benefits to the group as a whole, including the individual pursuing an action in self-interest. The classic case is illustrated with grazing on common land that becomes so widespread that no one can use it for grazing.

The rate of spread is best understood using network science. Just one more grazer or infected person in arithmetic progression is one at a time. But if each grazer or infection generates two grazers or two infected persons, the results are in a geometric progression.

An excerpt from an earlier version of the *Website Content Introduced* was posted in Part II of this appendix (*Strategic Guidance Towards Improving Outcomes*). In updating, Part II is now titled *The Start of Restructuring*. That part starts with a discussion of *Learning from One Hundred Days*. It proceeds to discuss some nascent disciplines, including network science.

That discussion immediately follows the section titled The Pandemic as a Case for Unity. Its subsections are Public Policy and Coevolution. The source of that excerpt has been superseded and updated. [That source is located by clicking this link](#). The updated section is in WHAT MAY I HOPE? It starts on page 7. The first subsection is Process Alters Structure. The first two substances are (1) The Paradigm and (2) Trust is Required.

For your convenience, the box that follows contains the updated version with the relevant updates in bold type.

Trust is Required. You may hope for the building of social capital so that you, and other Americans, have a commonality of interests that will influence the array choices generating

the desired emergent properties. Trust is crucial in this process. Consider the coronavirus; and the wearing of masks, and social distancing as they may affect the contagion.

When this was first drafted late in October 2020, the spread of the virus was spiking for second time. Understanding it may be facilitated by using a paradigm that includes the application of network science in which the number of contacts made by the virus to a new host is substantially related to the proximity and duration necessary for the virus finding a new host. **At that time the dominant variant was what is now called the Beta variant. Mutations cause new variants, and transmissibility may change. Thus, the strategy for containment of contagion may vary because conditions changed impacting the relationship between costs and benefits.** Now, as this is being updated in September, 2021, the Delta variant is the dominant version of COVID-19. The conditions from which new hosts may be reached are critical in the process. **The conditions under which contacts limit to an average of one or less new hosts, produces contamination results that provide an arithmetic limitation on the spread.** If the average number of successful transfers of disease greater than one-per-person infected, the contamination will be geometrically increased. Two contaminations from each infected person doesn't simply double spread, it magnifies the spread in a sequence that would go 2, 4, 8 etcetera assuming the pattern is continued in successive contaminations. The pattern of three per infected, if persistent in the network, would go 3, 9, 27. Although it is uncertain what the number of subsequent contacts would be, the pattern for a containment strategy is to keep the average number at one or less.

It was predictable that after the holiday season at the end of last year, there would be another spike early in 2021. When this essay was being updated in February 2021, the spike was subsiding. It subsided mainly because vaccinations were increasing. But the contact precautions of washing hands,

wearing masks, and social distancing still impede the spread of the virus.

As noted, content in this website is updated as events unfold. Linking is made easy on the website. For hard copy some links are noted. Additionally, however, for hardcover there is an additional section, **SELECTED EXCERPTS FOR AN ADDENDUM**.

In the spring of 2022, Part IV (*Dysfunctional System Reform*) will have a great deal more to say about trust. It will draw on the example of how we handled the pandemic so that we may learn about not only what can we know, and what may we hope, but also what should we do.

As a nation, we have made many mistakes and as a preview to the epilogue, here are a few quotes from the founder of conservatism late in the eighteenth century, Edmund Burke:

- “The only thing necessary for the triumph of evil is for good men to do nothing.”
- “Those who don’t know history are doomed to repeat it.”
- “Reading without reflecting is like eating without digesting.”

As of the time this is being drafted, President Biden is actively participating in negotiations for compromises to get the two critical bills for the building-back-better agenda getting passed. At this time, it looks like the two-year free community college or portion is not going to make it. The personhood of this website is greatly disappointed to see that it will not be included. However, one thing this website is vigorously pursuing is providing an education that is virtually free, but exceptionally valuable for your thriving in a free society, or at least having an equal opportunity that starts with really understanding the system.

Context of This Assessment

We are using the pandemic as the leading example for a strategic approach that is fundamentally applicable to dealing with a multiplicity of crises. This *Appendix A - Strategic Guidance Towards Improving Outcomes* was added to the June 2021 revision

of the first overview booklet, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?* The appendix then contained only two parts. Part I - *The Pandemic as a Foundational Example*, contains three sections: (1) Understanding Reality; (2) Understanding the Coronavirus; and (3) Understanding Societal Structure and Process.

Part II - *The Start of Restructuring* now contains three major sections: (1) Learning from One Hundred Days contains two subsections: (a) Introducing the Strategic Approach and (b) Power Struggle Context. The second major section is titled *The Pandemic as a Case Study for Unity*. The third major section introduces a few nascent disciplines; complexity science, network science, cognitive science, and agent-based modeling.

Since this third part of Appendix A will initially be posted as a standalone item, this background is provided as context. Access to the text for the two parts of the appendix is provided in the [recently posted version of booklet one](#) and as a separate item in the booklet section.

Pandemic Strategy as a Case Example. Those first two parts of the appendix contain substantial background on contagion and a variety of measures that relate to a strategy prevailing early in the four-year term of the new administration.

Those first two parts of the appendix also contain substantial information about governmental authority with regard to the virus. Since this Part III of the appendix may also be posted as a standalone item, the box that follows contains the first four paragraphs of the Part I (*The Pandemic as a Foundational Example*) section titled “Understanding Societal Structure and Process.”

UNDERSTANDING SOCIETAL STRUCTURE AND PROCESS

Scale and Control

Understanding societal structure and process relative to the coronavirus necessarily deals with scale. The contagious living fluid of the virus is minuscule to the human body; and

the human body is minuscule to the societal structure of the nation with the political and military power for personal protection. **In this section we are focused on societal structure and process dealing with the protection from the contagion.**

The United States of America, as a nation, has performed miserably in the containment of the contagion resulting in a huge proportion of deaths in relation to population. The societal structures that have done best in dealing with the contagion resulting in the lowest of death rates are characterized by a structure of centralized control and national health programs that include personal identification cards coded to track location. The processes include testing for contagion and tracing contacts; followed up by isolation of those infected enough to contain spreading the disease.

The virus does not respect borders. COVID-19 spread globally very quickly with the movement of hosts and multiple contacts. In the United States, preparation for epidemics was reduced during the Trump administration. The administration failed to reveal the truth regarding the extent of the danger, and lacked the proper preparation. The nature of control is split between the federal government and the states, and there was a lack of appropriate coordination in that relationship. Additionally, while there was some progress between contiguous states, a coordinated structure by region barely got started. There were significant differences between so-called red and blue states reflecting the extent of political control by state and local governments, and by the behavior of the residents, especially with the use of face masks, the nonuse of which became a political statement.

Our political structure was not designed for maximization of control for containment of pandemics. Rather it was designed to avoid tyranny. It is a great challenge to get a balance of concentration of power between the role of government under law, and the voluntary compliance for the common good. This takes us to the issue of human behavior.

This third part of *Appendix A - Strategic Guidance Towards Improving Outcomes* focuses on most of the administration's first year. However, the most dramatic transition occurred starting in mid-August 2021 with three events: (1) The collapse of the government of Afghanistan on August 15, 2021; (2) The airport terrorist attack by ISIS-K on August 25, 2021; and (3) The American led withdrawal from Afghanistan on August 31, 2021. That will be discussed in the second section (If We Knew Then, What We Know Now) of this third part of the appendix on strategic guidance.

The stage was set for this third part of Appendix A in the second part titled *The Start of Restructuring*. It dealt with the first 100 days. We are now dealing with most of the first year. As noted, you can read those first two parts of the appendix in the booklet section. However, for readers of the standalone item, we are providing in the box that follows, the first three paragraphs of that section.

LEARNING FROM ONE HUNDRED DAYS

Introducing the Strategic Approach

On the eve of the final day of the first one hundred days of the Biden administration, President Biden addressed a joint session of Congress for his first time. **His message indicated that a transformation in the role of government is underway.** He presented a platform designed to improve the quality of life for the American public.

The administration's performance in the first one hundred days started with immediate action in dealing with the pandemic. It was a prelude to a platform of the building back better, especially with compassion for societal structure, as well as the physical structure. The official Republican response to an ambitious and expensive set of programs indicated a cultural battle rather than a search for across-the-aisle compromise.

Our focus in this discussion is on the role of dealing with the pandemic as a demonstration of a strategy for improving outcomes focused on the health and welfare of the general

public. As discussed, the role of the federal government, relative to the role of the state governments, is constrained. However, federal policy is still relevant for the outreach of unity pursuit of our common interests.

Adaptation to Environmental Changes. The demonstration case, a strategic shift in the approach for the pandemic, is a forerunner for strategic shifts that may occur during the four-year administration, or at least get a significant start. These will be touched on in this third part of the appendix (*Strategic Guidance Towards Improving Outcomes*, to the revision of the first booklet, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*).

The extent of discussion will be brief. However, links are provided to analytics elsewhere on the Declaration Era Educational Press (DEEP) website. The strategic discussion starts with the pandemic and its encore, *the pandemic of the unvaccinated*.

The section that follows, *Progress and Obstacles for Reform*, provides some clues as to what is planned for PART IV - A THIRD OF THE WAY: Sixteen Months of Building Back Better. Depending on the events that unfold, the fourth part may be delayed and/or provided with a new title. The key will be unfolding events critical to the survival of American Democracy.

As this section is being brought to completion, it looks as though unfolding events are providing that section with a revised title, *Dysfunctional System Reform*. (This is another clue to the idea that this website is designed as an ongoing update to provide a perspective of rapidly changing events.)

Uncertainty and Contingency. *Uncertainty and contingency* are two major elements that differentiate analytics of complex adaptive systems from analytics of linear models. Our strategic approach is designed to deal with the uncertainty and contingency elements in two stages. The first is the minimax strategy that deals with boundaries set for risk exposure. The second is adjustable strategy to environmental changes that alter the boundaries of acceptable risk.

What happens globally with the pandemic, and mutations, may adjust strategy. This is relevant to what happened with the Trump/Taliban negotiation that excluded the then-prevailing government of Afghanistan, thus facilitating a quick chaotic withdrawal triggered by the collapse of the Pakistan government disrupting an orderly withdrawal. That will be discussed shortly in the next section (*If We Knew Then, What We Know Now*). By the same token, we should be prepared for a strategic shift within our domestic terrorism issue.

The key is understanding that the process influences the structure, and the structure in turn influences process.

The Three Environmental Changes

The Delta Variant. The first major change in the environment was the rising dominance of the Delta variant that is far more contagious than the Beta variant. The Delta variant was generating an impact exacerbated by the Trumpian Republicans treating the pandemic as a political issue rather than a public health issue. The initial strategy of the Biden administration treated the pandemic as a health issue with a *containment strategy* heavily dependent upon masks and other impediments for transfers, including vaccinations. Vaccinations may also impede transfer of the virus, as well as protecting the inoculated.

The environment for the health issue changed. in the environment of the Delta variant that is more contagious than the Beta variant; the containment approach is less effective because by the time the newly infected person is identified, additional persons have been infected.

Standard Approval. The second major change in the environment was a transition from the emergency approval of a selection of domestically-created vaccines to a *standard approval*. Sufficient evidence from the analyses of usage of the vaccines indicated that the scientific standard for regular approval had been met. Some portion of the unvaccinated had deferred getting vaccinated on the basis of the lack of final approval. Others were using it as an excuse. The excuse was no longer valid.

Pandemic of the Unvaccinated. The third major change in the environment was the increased infection rate of the unvaccinated

which created a *pandemic of the unvaccinated* that was not only impacting the health of the unvaccinated and the others with whom they came in contact, it was also impacting the hospital-based care availability to the hospitals' broader clientele. Additionally, the health of the economy and the welfare of the public in a broad range of qualities of life was being deteriorated because of the aversion to medically-accepted practices for the general welfare.

Under these conditions, it became appropriate to utilize a variety of federal regulations capable of dealing with some of the components. The United States Department of Labor's OSHA (Occupational Safety and Health Administration) regulations are an example.

Adaptation is an Ongoing Process. Adaptation is an ongoing process. Thus, while some progress was made with the announced plans, not all that was envisioned was feasible. However, the environment continues to change; and when school started and fall weather provides a cooler environment favorable for the coronavirus, there was an upsurge of infections in those going to schools.

The vaccination program continues, with some greater containment. In some states the regulations prohibiting mandates that require masks are not helpful to either strategy; but there is some progress.

Progress and Obstacles for Reform

The Internal Political Situation. One may argue that there was a fourth environmental change progressing, the shifts of some Republican-elected officials to endorsing vaccinations. One may also argue that some elected officials, particularly a selection of a few governors in red states digging in their heels against mandates, and in some cases seeking to penalize officials, took a different view of the responsibility for the health of those whom they had some regulatory power.

Another potential fourth environmental change progressing goes to executive action. The plan for dealing with the pandemics is controversial, but the favorable results will reach out to the public, irrespective of political affiliation. This is highlighting the difference between across-the-aisle cooperation for legislation and direct action by the administration.

At this stage signs of progress exist. However, it is too early to know much about strategic changes that are likely to occur for progress in restoring American Democracy back on the path to the ideals articulated the Declaration of Independence.

Beyond the Pandemic. Beyond the pandemic, there was a sign of progress in across-the-aisle legislation dealing with infrastructure. Headway was made in the form of a bipartisan bill for infrastructure. That may be viewed as part of an effort to restore pluralism, an essential ingredient in pursuit of the common good. It has been thwarted by tribalism. The box that follows may be viewed as a review and commentary on the Thursday, August 12, 2021, *Wall Street Journal* article by Lindsay Wise, “Connell Sees Few Chances For Deals After Infrastructure.”

The key paragraph for our purposes is shortly after the middle of the article. It is as follows:

“Three months ago, Mr. McConnell said his focus was on standing up to the Biden administration, putting a damper on already slim hopes for bipartisan cooperation in Congress on infrastructure. On Tuesday, Mr. McConnell said he has been clear for months that he saw the infrastructure as an area where the parties could do business.”

In an earlier paragraph reporter wrote that deal was “... negotiated by a group of bipartisan senators, passed by the Senate 69-30 on Tuesday.”

It is reasonable to expect that the moderate approach will have the best chance of whatever is doable with across-the-aisle cooperation. The divisions within each of the two main political parties are a serious source of problems, but the reality is that the feasibility counts; so, giving up the good outcomes in futile efforts to obtain the unobtainable may help some feelings, but supporting leadership produces more long-term progress than being a holdout from a team effort, when the only road to progress is to go with the team. The other option is to get a different team leader.

The executive action in this administration is critical for success in pursuing the common interest. It is not about the president winning a reelection, is about actually improving the quality of life of the public. The *second pandemic*, that of the unvaccinated, is a case in point. The vast majority of hospitalizations are from unvaccinated victims of the pandemic, victims, many of whom regret their choice not to be vaccinated.

We will return to the attempt to work across the aisle with an administration intent on serving the interests of all Americans based upon enhancing quality of life and equal opportunity rather than political affiliation, and certainly not the use of *legal corruption*, a distortion of representative democracy that has led our American Democracy to becoming a *de facto plutocracy*.

The Essence of Strategy

Dealing With Uncertainty

The essence of strategy in complex adaptive systems is dealing with uncertainty. Linear relationships in closed systems provide for high reliability in forecasting outcomes. Science makes great advancements utilizing the inductive approach by testing for reliability of forecasts. As expectations are tested by experiments, false assumptions are reduced by ongoing experiments. Surviving assumptions enhanced credibility.

Organic systems, including human beings and societal organizations such as political economies, are complex adaptive systems. They evolve from interactions resulting in some changes in relationships. The nonlinearity produces great uncertainty. One does not know the consequences of the change in relationships, but may gain some insights through inductive research from previous changes. However, without knowledge of what choices will be made in the change of structure that emerges from previous choices, there is substantial uncertainty because the probability analyses of a closed system are not available

Better forecasts of outcomes may be made by discerning patterns that lead to more desirable outcomes than relying on the assumption that the relevant relationships have not changed. However, inferences may be made when some changes in relationships are

observed. Even then, there remains the uncertainty associated with contingency.

The existence of contingencies may make dramatic differences in outcomes. The old story that for the want of a nail in the horseshoe, the use of a horse was lost; and the loss of a horse led to the battle to lost; and the loss of the battle resulted in the war being lost. The shortest identification may simply be the *butterfly effect*.

The Declaration Era Educational Press (DEEP) has a great deal more discussion of the strategic approach. At this stage some links are being provided. Over time, additional links will be included along with updates of this appendix to the first DEEP overview booklet, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*

Risk and Uncertainty Tolerance

Risk and uncertainty tolerance are key variables in the use of the minimax strategy. Risk is calculable in a closed system such as a roulette wheel and dice. A gambler with very little to lose may go for broke; there is not much of a downside. A wealthy gambler is less likely to go for broke because there is not much tolerance for losing everything. It is just not worth taking a chance.

In complex adaptive systems there is too much uncertainty for calculating the probability. However, one can get a feeling of likelihood using a consideration of patterns that indicate some experience in the behavior of the uncertainties. Sometimes multiple models are used, as with weather forecasting. However, as the timing shortens in the sequence of events leading to a critical outcome, there is a shrinking of downside uncertainties.

As the observant motivated learner will likely have noticed, the content of the website keeps evolving as events unfold. When the first two parts of this appendix were originally drafted, there was a discussion of the rivalry of two crises; the pandemic and the survival of our democracy. The presentation highlighted the actions taken by President Biden immediately and in his first hundred days.

Some notes on the evolution of updates and appendices
A & B are as follows:

The original plan for updates considered as many as six time-segments of eight months each for reporting on progress with the 48-month build-back-better agenda. Aside from the two major contenders for the lead crisis, there were at least a few additional crises. They included climate change, foreign terrorists, and social justice components.

That eight-month segment approach was blown out of the water in the latter part of August with the events of ending the twenty-year Afghanistan debacle. That received a lot of discussion in this third part, but aside from the remarkable funding combating the pandemic by using the reconciliation process, there wasn't much progress with the build-back-better agenda, except for the Senate action on the physical infrastructure bill.

The *voting bill* in the Senate was blocked four times with filibusters. Additionally, the Republican focus on the midterm elections apparently pursues obstructing success of the Biden administration. That limited bipartisan legislation, with the notable exception of cooperation in the Senate for an *infrastructure bill*.

The eight-month plan was recast as a nine-month plan, and again recast to what is now known as *Most of the Administration's First Year*. The dramatic election results from the voting day of November 2, 2021 reflecting a paucity of progress in legislation fell into the historical path of election success in down-ballot races for the political party that lost the presidential election. There is, however, more to the story

The failure of bipartisan cooperation in establishing a 9/11 type commission to investigate the insurrection of January 6, 2021 attacking the joint session of Congress fulfilling its constitutional responsibilities as a clear signal that the Trumpian Republican Party pursued power at the expense of preserving what is left of our democracy. The BIG LIE in the multiplicity of state regulations aimed at reducing voter

participation reflects the rise of danger to our democracy as a crisis greater than that of the pandemic, assuming the criteria of quality of life of Americans.

Donald Trump has been pursuing an autocracy, and is attempting to stonewall the congressional investigation by the Select Committee of the House of Representatives. That issue has risen to the level that calls for greater attention to unfolding events as the timing for taking this part three (*Strategic Guidance Towards Improving Outcomes*) of Appendix A to the point where it may be prepared for posting as a standalone item.

The unfolding event that triggered the shift to winding up the drafting of this third part of Appendix A (*Most of The Administration's First Year*) is the election results from elections held on November 2, 2021. We are about to discuss that in the context of strategic guidance for developing strategy, and strategy shifts for complex adaptive system.

As a further note on the evolution of updates, what had been started as a draft of an op-ed piece titled *Our American Crises in 2021: The Terrorist Contenders; Foreign and Domestic*, there was an introductory box as follows:

Developing an American strategy for our national security is an additional crisis added to at least the five we are already facing. The approach of the Declaration Era Education Press (DEEP) is to develop a narrative discussing the situation and providing updates as events unfold. This is along the lines of the revisions of the first two booklets providing overviews of the website, and supplements as conditions change. The [link to the first booklet is here](#).

That "...draft of an op-ed piece titled *Our American Crises in 2021: The Terrorist Contenders; Foreign and Domestic* was transformed into becoming appendix B that focuses heavily on

terrorism. As a result, it contains substantially more material on the Afghan case than is contained in the Appendix A. As a result, we are shortening the discussion of the Afghan case in this third part of Appendix A, but supplementing it with some copy from Appendix B. Also, some material from Appendix B is excerpted to this appendix. In both cases they are identified and boxed.

Both appendices are independently posted as standalone items, as well as being an integral part of the first booklet. The staging of development of copy to reflect unfolding events is facilitated by the posting of additions as standalone items before they are integrated into being posted as part of the first booklet.

The content of the box that follows illustrates the process. It is an excerpt of the discussion of strategy from Appendix B, not yet completed. It is especially relevant for our current presentation. This section is headed “Strategy is Our Concern.” It has three subsections. Only two subsections are provided here. Only some of the links have been completed at the time this is being posted.

Since this version of Appendix A is designed for hard copy, as well as digital presentation, and it will also be a standalone item, it contains an addendum with a few items. The excerpted copy in the box that follows has been modified to provide identification in brackets.

STRATEGY IS OUR CONCERN

Many Ways to Tell a Story

A story may be told in many different ways. The listener senses incoming information in many ways. It is dealt with by feelings as well as reasoning.

The teller may intend to convey truth. Alternatively, the intent may have little regard for truth [1 - Social Media Exploits]; and seek to exploit the listener for a variety of

motives. In any case, the listener would do well to exercise critical thinking in making choices. The quality of outcomes is heavily dependent on the integrity of the process.

Our American Democracy is facing multiple crises. We are going to use at least one of them in analogies as a means to show how stories are told and impacts on the quality of outcomes. When Donald Trump was president, he intentionally misled [1 - Social Media Exploits] the American public on COVID-19 matters because his priority was reelection; the result was excessive damage to the health of the American public. When he negotiated with the Taliban for a withdrawal of American troops, he was again prioritizing his reelection and neglected an assurance of protection of our allies, Afghans who helped us in our assistance in the twenty-year war.

Morality is a significant issue in survival of states, especially on matters of corruption. Part of the failure of Afghanistan to survive as a state, after the last two decades of aid, was corruption by the government. Corruption is a cancer as are some other shortfalls in morality. The shortfall in former president Donald Trump's morality was cancerous, not only with regard to the COVID-19 pandemic[1 - Social Media Exploits], but also to the agreements he made with the then Afghanistan government.

When Joe Biden was elected president, his first action after his inauguration was an executive order to mitigate damage to the health of Americans. He later reversed withdrawal from some agreements with allies, but did not rescind or renegotiate withdrawal of American troops from Afghanistan. In retrospect, release of 5,000 prisoners was a big mistake. Additionally, the failure to provide for our allies' safety after our withdrawal turned out to be the problem because of the sudden collapse of the government. The government was not a participant in President Trump's direct negotiations with the Taliban regarding our withdrawal.

When President Biden took office, it appears that he thought that we should have withdrawn from Afghanistan a long time ago, and was not anxious to go beyond the most

essential reversals of former president Donald Trump's actions; so, he passed up an opportunity to negotiate a better deal with regard to taking care of our allies in Afghanistan.

There was uncertainty associated with the withdrawal, but President Biden was blindsided by the Afghanistan leadership abandoning the country and the exceptionally fast collapse of the Afghanistan military forces that outnumbered the Taliban forces four to one. It is rumored that the military forces were threatened by death if they fought the Taliban, not only of the soldiers, but also the murder of their families. Talk about morality, and there is a new lower standard, assuming that the rumors were based on fact.

There may be other explanations for the sudden collapse, and some members of Congress are looking for a congressional investigation of the brouhaha out of concern for Afghans who helped America in its role during the twenty-year war. Some Republican members are looking to use the situation for political purposes, especially for the midterm elections next year.

We are looking to tell a story with an understanding of choices made, and problems inherited. Evolutionary processes alter structures. We are looking to understand strategies consider the formal evolutionary process of individuals and the societal structures.

Our Concern Here

Our concern here is with use of a strategic approach in order to effectively deal with the uncertainty, especially in complex adaptive systems [2 -Not Rocket Science]. The intent is to improve outcomes. Complex adaptive systems are evolutionary by nature. The processes influence the structure, and the evolution of the structure alters the environment. The changed environment may impact relationships; hence, critical thinking calls for going beyond historical linear relationships so as to consider the likely paths that will result from one's own choices, but also from the choices of others.

The most significant aspect of this approach is that the outcomes are impacted by more than one's own choice; others in the network are also making choices. The outcomes reflect the emergent results of the interactions; properties (characteristics) that are not simply summations, but rather conditions that exist in a network macro to the micro network generating the emergent characteristics.

Our focus here is the consideration of Afghanistan as a case in point for understanding how to better deal with our national security through foreign policy, especially with great reliance on diplomacy and relationships relevance to the multiplicity of considerations, including the relative strength of our military forces. We have placed too much reliance on having the most powerful military on earth and too little reliance on actually demonstrating how pluralism can work. The fact is, we are failing at pluralism and the seeds of a civil war have been sown by domestic terrorism as part of the January 6, 2021 attack of the U.S. Capitol building disrupting a joint session of Congress working to fulfill its constitutional responsibility.

Our concern here is the development of a viable strategy that will protect us from terrorism, foreign and domestic. As to the foreign — the Taliban insurrectionists that represented only about a third of the population, and the opening of the door to a multiplicity of jihadists. This discussion will be pursued in the section titled *American Strategy for National Security*.

This is to be developed in the context of Afghanistan's future under control by the Taliban; the question of what other realistic influences we and our allies have on their behavior. They are facing humongous problems in attempting to construct the political economy with the majority of Afghan with their local focus on the tribalistic concerns. A truly representative government not in the cards.

Aside from humanitarian issues, we are, or should be, concerned about the Taliban providing a territorial base for future, terrorist attack. Thus, we are exploring the use of

strategic approaches with *Afghanistan and the Taliban* as a case in point among our other crises.

Our strategic failures have been accumulating in recent decades; and the costs to cure are higher than the costs to prevent. As a nation we have had two top crises, up until Thursday, August 25, 2021. One is the domestic terrorism obstruction of the peaceful transfer of power exemplified by the January 6, 2021 insurrection disrupting the joint session of Congress. For context see *Restructuring American Democracy on the Digital Platform*. [The link is located here.](#)

The other crisis is the COVID-19 pandemic of 2020 and its 2021 variant that caused excessive infections and deaths fostered by politics overriding health management. That is discussed in the latest revision of the first overview booklet, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*

Our strategic failures in Afghanistan and the Taliban during the last two decades have now led to an additional crisis, the existence of a territory that is likely to accommodate the presence of a terrorist base that will be a threat to our national security. The airport terrorist attack by ISIS-K on Thursday, August 25, 2021 killed 13 persons serving in our military forces. President Biden's response — "We will not forgive. We will not forget. We will hunt you down and make you pay." — has heightened ISIS-K as a target in our war on terror, especially as to its forces in Afghanistan.

The Terrorism Background

The Minimax Approach

The minimax approach to strategy deals with uncertainty by attempting to maximize favorable outcomes within the constraints of tolerable downsides. The gambler with little to lose is more likely to go for broke than the gambler that possesses substantial assets.

Such a gambler with substantial assets will only expose to risk an amount of assets in proportion to potential gains and the likelihood of desired favorable outcomes to produce those gains. The downside of going for broke is out of proportion for smaller gains when going for broke means losing a lot.

In games such as roulette and dice, there are probabilities mathematically calculable because it is a closed system. In games such as poker, and enterprises such as business and war, the system is complex because of the uncertainty of the behavior of others. A classic work translating this theory of games into a bench to bed approach (translational science) for the lay public is in a 1950 book by John McDonald, *Strategy in Poker Business and War*. The opening two sentences are as follows:

“The subject of this book is strategy — not military strategy alone but strategy in general. It concerns the elusive nature of the thread of opposition and conflict that runs through the various interrelationships of men, from striking a bargain in the market to the dread clash of war.”

That book was written decades before *complexity science* became a nascent discipline. Complexity science, and its relative network science, have been blossoming in recent decades. They are widely applicable in organic systems that require going beyond linearity into dealing with nonlinear relationships that evolve over time. For our purposes here, the simplest way of looking at the strategy for dealing with the uncertainty is to consider patterns that are likely to evolve from choices made by the strategist, with the consideration for grasping the choices that others may make in the networks that will impact the emergent outcomes.

There are two more elements to be mentioned here that relate to the measurement of risk and/or the design of strategy relating to context. The first is mentioned in Appendix B that develops the application of complexity science to dealing with Afghanistan. The quote is as follows:

This is not rocket science. It is harder. It is harder because the structure changes as a result of processes changing, and processes change as a result of structure changes. Getting a man to the moon was very difficult because it involved a multiplicity of disciplines. Instead of working in a silo structure with a multiplicity of disciplines in an outsourced network, an interdisciplinary team was formed to blend specialized knowledge to better assess likely outcomes. This enterprise, Declaration Era Educational Press, is being designed to be part of a gift to a to-be-formed, not-for-profit organization that will assemble a team of experts that can carry forward what has started as the pursuit of a paradigm shift that will facilitate not only dealing with the multiplicity of crises being confronted, but will avert some would be successors. [The paragraph is excerpted from Connect the Dots, the second side heading in the PROLOGUE of Appendix B - The Terrorist Contenders.]

The quote refers to understanding the evolution of organic systems. That involves understanding more about strategy. The link refers to the first four paragraphs that uses the game of blackjack as an example for understanding how uncertainty changes. The three paragraphs are as follows:

This is not rocket science; it is harder. It is harder because the structure changes as a result of processes changing, and processes change as a result of structure changes. Thus, relationships within the system and to become nonlinear as the institutional arrangements evolve. In rocket science it is much less difficult because the linear relationships have a consistency that provides a predictability that works better because the relationships are constant.

The example is comparing odds at a game of *Twenty-One*, also known as *Blackjack*. A card counter with a superb memory that played at a table with five other players, besides the dealer, sitting at the fifth position, when the dealer only had one deck of cards, could recalculate the odds of whether or

not to take other card as the game proceeds. The uncertainty of the five closed cards (four for the other players plus the dealer) shifts substantially depending upon the number of decks. With one deck, there are forty-five undisclosed cards.

As more hands that are played, fewer undisclosed cards are left and the easier it would be to calculate the odds. By using multiple decks of cards it makes it more difficult for the card counter. And, the frequency of shuffling changes the numbers of undisclosed cards. It is doubtful if a professional gambling house would permit a player to bring a computer and an assistant.

If there is only one player at the table, and the multiplicity of decks are reshuffled after each hand, you are dealing with a complex adaptive system in which the shuffling process keeps changing the structure. The point is we are dealing with the evolving processes and evolving structures.

That entry in the addendum to Appendix B is not completed, but it is also posted here because it goes on to deal with the Taliban. We are using it because we are supplementing it with the discussion of a game that it draws from — contract bridge. The point is simply stated as “The best way to play the suit may not be the best way to play the hand.”

That game also has a structure in which understanding probability and risk is helpful in making choices. The relevant variable for the bridge players is who will have the lead if the trick is lost. The odds may favor a finesse, but if it loses to the wrong opponent, winning the game will be in an added danger.

Translated that means, the right move focusing on one component in a set of components, may sometimes be the wrong move. The problem is that what is right for that interest may endanger the larger interest. As this is being written, that is happening with the Senator Joe Manchin from West Virginia where he is obstructing the legislation of a wide array of programs because there is one that he feels very strongly about.

This is leading us to discussing *more on complex adaptive systems*, the next topic identified by that name as the paragraph heading.

More on Complex Adaptive Systems

More information on complex adaptive systems is contained in Chapter 4, *Harnessing Complexity in the Twenty-First Century*, of the trilogy's first book, *Common Sense Revisited: America's Third Revolution*. excerpts from the table of contents of that chapter are in the box that follows.

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A review of the topics will at least provide a feel for the complexity of our democracy and the system heavily dependent upon interrelationships in networks that impact outcomes; outcomes that are known as emergent properties.

Additionally, the third section (The Changing Structure of American Democracy] of the fourth chapter of BOOK ONE is in the addendum (4 - The Changing Structure).

The Relevance of Emergence

Social Capital is An Emergent Property

The relevance of emergence is that the interactions of the nodes in the networks produce outcomes that are not a summation of the components, but rather a set of conditions that has properties above and beyond those in the components. Social capital is such an emergent property. It is discussed in Part I of Appendix B (The Leading Foreign Contender) in the section titled “The Longest War in Context.” The indented heading is A Global Perspective. It is part of excerpts from BOOK ONE. See pages 32 - 34 of the book for the endnotes. The key paragraph is as follows:

The social capital concept is used by Francis Fukuyama in his 1999 book *The Great Disruption: Human Nature and the Reconstitution of Human Order*. In it, social capital is defined as “a set of informal **values or norms** shared among members of a group that permits cooperation among them [p. 16].”

Those values, or norms, influence behavior. That behavior is an asset for the group, and for the individuals in the group, not only because it facilitates predictability, but also because it influences outcomes. If you want to produce a product, or an outcome, by combining a series of components, there needs to be a reliability that the component will produce the services or product it is expected to produce.

In the case of land, it might relate to the fertility, for agricultural purposes, or ability to support a structure for purposes of construction. If its purpose is for a structure, there are components of the structure that provides services. The components may be acquired by the use of financial capital. It may be the same for labor, or in the case of a barn raising, the labor may be acquired by the utilization of social capital.

Obviously, not all contributions to the outcome are necessarily limited to being acquired by financial capital. The social capital may be what puts the team together, or the group, for whatever is expected from a commonality of interests. It is a significant asset in

impacting the outcome of any productive effort. Thus, social capital may be seen as an emergent property from the behavior for the common good.

In the case at hand, we are looking at what may be considered a clash of interests. From one perspective, the common interest is protection from the pandemic. From another perspective, the common interest is the pursuit of political power. These perspectives, and other perspectives, are best understood as complex adaptive systems. As such, they evolve.

Choices made may vary for time dimensions considered and/or prioritized. Concern for long-run interests may generate expectations of what will evolve; and influence one's own choices and the choices of others. Reacting to short-term interests, without understanding the evolution of the system, may seriously conflict with desired long-term outcomes.

Understanding Systems. This is all about understanding systems. Readers who fully understand the content of this website are entitled to at least an undergraduate degree. It is designed so that you may delve as deeply as you choose. And, it is in the process of being facilitated with a great many links. Feedback from motivated learners will be appreciated.

The Declaration Era Educational Press (DEEP) project, of which this is a part, is being designed to provide a database for educational research that will indicate paths for connecting concepts that improve the productivity of the energy being used to understanding of systems. Essentially, it is connecting dots of linear relationships of a network that generates characteristics of a network macro to the micro generating network. The complexity is increased because the emergent properties that alter the structure emanate from processes, and the evolving structure impacts the choices made in the ensuing process.

The particular system under discussion is the generation of the emergent properties essential for social capital. The political tribalism is undermining the social capital essential to the survival of our democracy. While this is going on, the coronavirus is also engaged in an evolutionary process that produces new variants that are increasingly threatening the health of human beings.

That threat to human beings operates locally, in what amounts to a portion of a global network. But it is severely impacted by government action at various levels, in the context of federal policy. Additionally, policies of foreign governments, and behavior of their populations, make a significant difference. Essentially, human beings are living in a global system that is not, as a whole, effectively managed to deal with the threat of the coronavirus to life and death, and especially to the quality of life. The quality of management varies by the nature of government and the behavior of people, especially with the concern for common interests. Social capital plays a significant role as does the nature of political structure.

As we will discuss, *truth* and *trust* are two components of social capital; an element of structure in our political economy. We are using the example of the coronavirus pandemic to explain process impacting structure, and structure then impacting process. It is an evolutionary process for the electorate and the elected representatives. It is also an evolutionary process for the coronavirus which produces a multiplicity of variants in its evolution.

The first draft of this Part III (*Most of the Administration's First Year*) of this treatise (Strategic Guidance Towards Improving Outcomes) was mostly written in October 2021, shortly after President Biden's speech in September that essentially provided a structural shift in federal policy for dealing with the COVID-19 pandemic. Since then, the discovery of the Omicron variant in November has further indicated that our nation's use of information technology is inadequate for tracing the emergence of the new variants. This calls for our obtaining a better understanding of the sequencing leading to variants of greater transferability and greater power for damaging human health.

The wake-up calls keep sounding. The latest, as this draft is further developed, is a *New York Times* December 5, 2021 article by Stephanie Nolan, "A Variant On Dirt Roads And in the Lab: Why Covid Mutations Rise in South Africa." The science indicates that the length of time the virus remains in the body influences the number of mutations. The survival of the virus in the body depends upon the health of the immune systems. Individuals whose immune systems have been weakened

because of other medical conditions provide an opportunity for the creation of more mutations.

The science keeps advancing, and human response varies. In about the two weeks after the alarm sounded with the Omicron variant, having fifty mutations, some of which are on the spike that is in the first line of resistance, there was a spurt in vaccinations in some areas of the United States. That is a wise response, more comprehensive view is essential to the next strategy shift.

This treatise is written by the personhood of the Declaration Era Educational Press, that as yet does not have the essential array of experts in a diversity of disciplines necessary to effectively design ongoing strategic improvements. The ensuing subsection, *The Omicron Amendment*, provide some information on the historical quest leading to this pursuit. Comments by experts that will clarify a lay understanding of the epidemiology, and other sciences involved, will be appreciated.

That subsection, *The Omicron Amendment*, provides a couple of paragraphs that alludes to a couple of earlier eras of scientific advancement of societal change. We may well be involved in a third one now, if we can bring humanity and morality back into our evolution as human beings. With no offense being intended, the reality is there are still vast portions of our society, presumably pursuing *The Great Experiment*, or at least participating in societal processes with a shortfall in knowledge, aside from those with impaired capacity for understanding reality. We are targeting motivated learners who have the capability and the motivation to better understand a multiplicity of systems that are impacting our quality of life. We are looking for the analytics and morality for improve choices; and doing so to providing education, and fostering its evolution to be more productive.

In pursuit of those goals, we are opening the discussion of the paradigm under development for strategic designs to deal with the uncertainties we are facing in multiplicity of crises. In this case we are continuing our focus on the evolution of the coronavirus

The Paradigm in Action. Our approach is to take you to discussion of demonstrations of the paradigm in action. The idea is that if you understood the likely consequences of the choices that you make,

and others make, you and the others with better reasoning and morality could improve outcomes. Make no mistake of failing to understand that our freedom and the pursuit of liberty and justice for all is in danger and the undermining of truth and trust in a free society with a representative government is negatively impacting our quality of life. The better understand how to use social capital to deal with the pandemic, and better understand how to use it to return to the path of progress in pursuit of the ideals articulated in the Declaration of Independence.

The relevance of emergence is demonstrated by the arrival of the Omicron variant in November 2021. It added another player to our discussion of to the co-evolution of *The Great American Experiment*, a constitutional republic. The progression from the Beta variant to the Delta variant and on to the Omicron variant indicates an increasing threat to our public health. We are dealing with evolutionary processes, both for the coronavirus and for human beings, especially in our attempt to overcome the handicap of tribalism. There is the possibility that what evolves with the pandemic becoming an endemic will bring us a unity for our common purpose.

We may reasonably expect that the evolution of the coronavirus will shift from having generated a pandemic to becoming an endemic that will impact our societal structure in many dimensions. We are not organized to effectively deal with it. In early December of 2021, the Biden administration started with an additional shift in strategy to further deal with the changing environment going beyond the plans announced in September. Those plans are being obstructed by the Republican Party in its pursuit of political power. We will have more to report before the segment goes to press in hard copy. And, of course, will be providing updates in 2022.

The key players making human decisions, in the paradigm we are using, are human beings. The two clusters of human beings that are most relevant to our discussion of the co-evolution are (1) the electorate and (2) the elected representatives. There are clusters within the clusters, especially as existing in political parties. Our discussion happens to focus on both major political parties.

For the Democrats we are looking at the Biden administration's transformation of federal policy to *Building Back Better* as a central element in restoring America's path back to the pursuit of the ideals articulated in the Declaration of Independence. For the Republicans, we are looking to a hope for their return to their first hundred years in dealing with the tensions between the equality of rights rivaling the priority of property rights, instead of continuing the trend of the last half-century. That trend of the last half-century has taken them to the pursuit of a plutocracy, most recently with a leader hell-bent on pursuit of an autocracy. As we will discuss, the present path of the Republican Party is in danger of resulting in chaos.

Dealing with Coevolution. Our strategy for dealing with coevolution is based upon an education to better understand the system. The multitude of variables that are rooted in the creation of Western civilization and its continued evolution calls for an interdisciplinary team, especially including social scientists. The understanding of the system generates power, but the exercise of power uses reasoning and feelings that are heavily dependent upon morality. Power without morality is a threat to the survival of our free society.

Although the DEEP website has substantial discussion that deals with understanding the system, a brief identification of the two major eras of our evolution as a free society will be sufficient as a start for dealing with the relevance of emergence, along with what we consider the coronavirus to be, an organic being that leeches its protein from our bodies. The coronavirus that does not have the capability of creating its own protein.

We as human beings do create their own protein. We have behaved as being at the top of the food chain. Human beings, as species, has abused the health of the planet. We are now becoming aware of the fact that we are not really the top predator. The emerging variants of the coronavirus are claiming that position.

As human beings, among our greatest challenges is the survival of the human health. Additionally, we have the challenge of the health of the planet, in a great many dimensions, not the least of which is suitability for human survival.

Our *Great Experiment* has not done as well with the planet as was being done by those from whom we took control of the land that is now United States of America. It was not organized to deal with nature. It was organized to deal with tyranny. We will return to that shortly.

Coronavirus attempts at attachment may be repelled by antibodies, when effective. Its attack upon our health over the last two years is taking us from an old normal to a new normal that we had not even envisioned. Although it is a global player, our focus is on a strategic approach for the United States of America to deal with the health issues. However, that will heavily involve what is left of our leadership role in Western civilization calls for a continued substantial concern for the human health globally.

As previously noted, “The wake-up calls keep sounding. The latest, as this draft is further developed, is a *New York Times* December 5, 2021 article by Stephanie Nolan, “***A Variant On Dirt Roads And in the Lab: Why Covid Mutations Rise in South Africa.***” Our paradigm calls for a substantial innovation in data development for understanding the system and in management systems for exercising control. Those systems need to deal with tracking in dealing with the evolution of variants and our response as humans in mitigating the damage to our collective health.

We opened this discussion of the third segment (*Most of The Administration’s First Year*) of the treatise, *Strategic Guidance Towards Improving Outcomes*, with a section titled “Strategic Shift Announced for the Pandemic.” We identified the environmental changes that called for a strategic shift in the administration’s strategy for dealing with the COVID-19 pandemic. As previously noted, that was prompted by President Biden’s announcement in September, and our starting this draft in October. However, the appearance of Omicron variant in November is triggering another strategic shift.

The problem is exacerbated by motivations of the Republican Party to focus on midterm election to gain power, rather than dealing with the common good of protecting against damages to public health. They are utilizing a political structure designed to protect from tyranny of the despot rather than being designed for public health.

The ensuing strategic shift is likely to be tempered by the reality of what will be politically feasible given the division of authority between the states and the federal government.

Another Strategic Shift

The Early Clues. The first clue for another strategic shift was the rapid global expansion of the presence of the Omicron variant in November. It was flourishing in South Africa and other southern African countries with low vaccination rates. As noted, “the Omicron variant, having fifty mutations, some of which are on the spike that is in the first line of resistance.” That is facilitating its rapid expansion globally. It heavily hit Europe, where in varying degrees, some countries had begun returning to some semblance of normal. They are now dealing with a new reality.

The gut reactions led to numerous countries banning travel, at least for a period of time to bolster preparation for training to deal with a new variant that apparently had a greater transferability than the contagious Delta variant that had taken over from the Beta variant of COVID-19 that has been dominating the infections.

As this stage of the narrative was being drafted, at the very beginning of December, there was only one case of the Omicron variant being reported in the United States. That was by a vaccinated traveler returning to San Francisco after a visit to South Africa. Globally, however, the spread already looked alarming. Since then, there has been a rapid expansion.

President Biden, according to *The New York Times* December 2, 2021 article (“*Facing Two Crises, Biden Projects Normalcy and Optimism*”), by Jim Tankersley, provides the key quote from President Biden that opens the second paragraph, “We’re looking ahead to a brighter and happier December.” That paragraph continues noting administrative actions for the short run.

The same page (A16), there is an article by Emily Cochran titled “*G.O.P. Threat Of Shutdown In a Dispute On Mandates*.” It leads off reporting that “A group of Senate Republicans is threatening to delay action on the spending bill needed to avert a lapse in federal funding on Friday unless it also bars enforcement the Biden

administration's vaccine-and-testing mandate for large employers, heightening the threat of a government shutdown. Republican leadership blocked that approach as going too far.

In this treatise (*Strategic Guidance Towards Improving Outcomes*), the third part (*Most of The Administration's First Year*) moves from this opening section (*Strategic Shift Announced for the Pandemic*) through a transitional section (*If We Knew Then, What We Know Now*) through to the main thrust *Saving The Great Experiment*. That main thrust examines the potential for evolution and the current century's third decade, that will take us through the presidential elections in 2024 and 2028.

Our concern is with understanding evolution of complex adaptive systems. That is aided by starting with a historical perspective, examining unfolding events and choices, and considering potential outcomes based upon what we know now, or at least believe that we know. We look for patterns of process and evolving structures and make some assessments for the future.

We are in an ongoing process that will continually call for updating. Considering where we are now, after most of the administration's first year, we are making assessments of what will happen with the coronavirus to demonstrate an analytical approach to our other major crisis, the threat to the future of our American Democracy. A critical variable in the process is the evolution of the Republican Party.

We have just noted that some Republican leadership blocked a few zealots in the Senate caucus from using the objection to the mandates from blocking the spending bill. It would have been a step too far. We are looking to understand process as it is going to influence the future Republican Party. As a preview, what follows is an excerpt from the third section (*Saving The Great Experiment*). It is in the final subsection, Parts of Potential Structural Change.

Lines Not Crossed. The future of the Republican Party has been heavily impacted by what has been happening in recent times. It is being further impacted by the *now* that will become the *then* for the next generation, and the generations to come...

...We are concerned with the lines drawn in individual behavior of the elected leadership, in the context of what will become a co-evolution of the electorate and the leadership....

The future of the Republican Party is going to depend upon where the lines are drawn for behavior in a democratic society. If the lines are not drawn, Donald Trump will move our democracy to an autocracy. So far, we have not seen where he will draw the line, even though he has been impeached twice, although not convicted; but emboldened with his baseless claim of a stolen election.

For Mike Pence, serving as vice president, the line was drawn at the violation of the Constitution. It was a line he would not cross. The pressure was immense, emanating from a plan designed to pursue power at any cost. The process included an insurrection in which there were shouts of “Hang Mike Pence.”

Although this is a nonpartisan educational enterprise, the analytics indicate that at least two political parties are essential for democracy in order for the voting public to be able to exercise the discipline on the executive and legislative branches of government. Knowledge and truth count; as does integrity. Additionally, caring and action counts if you want to live in a free society.

It did not take long for more cases of the Omicron variant. And, on Friday, December 3, the federal funding was extended. There is however a continuation of the obstructionism to President Biden's strategic shift, dealing with what was announced in September by the president, and discussed in our opening presentation on the discussion of most of the administration's first year, under the title *Strategic Shift Announced for the Pandemic*. That shift in strategy was from a primary focus on containment (including lockdowns and social distancing as well as masks) to primarily defensive measures, especially vaccination. It calls for many measures opposed by the Republicans, especially in the Red States. Those are the states that generated the *second pandemic*, generally of the unvaccinated.

The initial strategy of the Biden administration treated the pandemic as a health issue with a containment strategy heavily dependent upon masks and other impediments for transfers, including vaccinations. The president's first executive order (January 20, 2021) was clearly within presidential authority as exemplified by its application to federal property. It was in an early stage of COVID-19 vaccinations that not only provide protection to the inoculated, but also impede transfer of the virus.

The three environmental changes that prompted the strategic shift were: (1) the Delta variant; (2) standard approval; and (3) pandemic of the unvaccinated. The opening paragraph dealing with adaptation to environmental changes is as follows:

Adaptation to Environmental Changes. The demonstration case, a strategic shift in the approach for the pandemic, is a forerunner for strategic shifts that may occur during the four-year administration, or at least get a significant start. These will be touched on in this third part of the appendix (*Strategic Guidance Towards Improving Outcomes*, to the revision of the first booklet, *IT IS TIME TO DECIDE! DO YOU WANT TO LIVE IN A FREE SOCIETY?*)

Some Additional Clues. Some additional clues are arriving as to the nature of the strategy evolving. The biggest clue to the evolving strategy is the development of knowledge, not only by research,

but especially by data development providing information in a timely manner.

In all candor, the environmental change triggered by the global spread of the Omicron variant accelerated our having to deal with what was planned for the third segment (*Saving The Great Experiment*) of this third part (*Most of the Administration's First Year*) of this entry titled, "Strategic Guidance Towards Improved Outcomes." There will be a lot more in the assessment of what needs to be done to save *The Great American Experiment*. What we have here is a major step in strategy adjusting to the rapidly changing global environment of the pandemic that is underscoring our need for constant adjustments in strategy.

The lockdown era is gone. It was a significant element before the availability of vaccines. Vaccines are still essential, but not enough. It appears that the new strategy only deals with mask mandates in a very limited manner, focusing on transportation, especially airlines, but in some degree the ground transportation of crowded carriers. The expectation is that mandates will be limited in time and conditions.

The strategy shift includes a better understanding of the evolution of the variants dealing with sequencing process that enables the mutations. The genomic surveillance is increasing; we need to understand the enemy. Consider that we are at war with a predator who needs our bodies for protein to provide their energy. They operate organically without the benefit of science that can improve their outcomes. We have that benefit of science, but we have been under utilizing it because we are tribalistic, preventing our unification for creation of social capital.

We'll talk more about that when we discuss *Saving The Great Experiment*. For now, what we need to know is how to retard coronavirus evolution from providing greater transferability and damage to our public health. This means constraining the formation of new variants. That includes helping the world get vaccinated, but it also includes testing and tracing so we can focus on targeting locations in a timely manner.

There is still heavy reliance on individuals making choices. It seems clear that the time has not arrived, as yet, when the public

policy with regard to health protection from the COVID-19 pandemic will be strengthened by a rebuilding of social capital. The proposition being advanced here is that an effective strategy for dealing with the rising mutations from the pandemic is that sometimes we have to deal with building of social capital to amend the Constitution with a design sufficient to manage a public health system with locally generated database and distributions of authority and responsibility among local, state, and federal government.

That development of social capital will call for a coevolution of the electorate and the elected officials. The premise is that the evolution of COVID-19 is going to continue beyond Omicron. That evolutionary process is heavily dependent upon education. What is briefly introduced in the section that follows is a start on understanding the context from which the coevolution

The Omicron Amendment

Our Constitution Design. Our Constitution was designed to protect our nation from the tyranny of a leader at the head of a hierarchy. It was not designed to manage a public health system. What emerged as *The Great American Experiment* was a pluralistic structure to transform the Confederation to a constitutional republic with delegated authority for the common good.

The design emerged from the Age of Reason, also known as the Enlightenment. It had substantial overlap with the Scientific Revolution. It was the second great philosophical transformation for human beings as a species. The first was centered around Athens in the era of Socrates (470-399 BCE), Plato (428-348 BCE), and Aristotle (384-322 BCE). For his role in science, we can add Epicurus (341–270 BCE). Having done so, we might move ahead to include Lucretius (c. 99/95 BCE-55 BCE.) moving from a little less than two centuries to have a total of a less than four centuries.

In all fairness, Epicurus and Lucretius were dealing with “The notion of atoms which originated in the fifth century BCE with Leucippus of Abdera and his prize student Democritus, [that] was only a dazzling speculation; there

was no way to get any empirical proof and wouldn't be for more than 2000 years." [See page 73 of Stephen Greenblatt's book: *The Swerve: How the World Became Modern*, W. W. Norton and Company (2001).]

That book by Greenblatt provides a fascinating story of a book hunter, Poggio Bracciolini, who in 1417 was able to find the poem, *De rerum natura* (*On the Nature of Things*) in a monastery in Fulda, Germany. It was the predecessor to the second philosophical transformation picked up from Lucretius having in poetry presented the science approach of Epicurus. A lot of time was lost because the poem, *De rerum natura* (*On the Nature of Things*), written in the era of Cicero in ancient Rome, was suppressed by the Catholic Church probably related to his "...The narrow of the souls in mortality and for teaching at pleasure is the end of life." [See front matter, page viii of John Selby Watson's translation of *On the Nature of Things* authored by Lucretius Prometheus Books (1997).

The time for redesign is not arrived yet because we don't have the social capital that would make it feasible. The time for redesign will depend upon what evolves.

A Time for Redesign. The time for a redesign was envisioned when the first book of this trilogy, *American Democracy: The Declaration, Pursuit and Endangerment* was written. That was written around seven years ago. It was simply a call for a first step towards a Declaration of Reform. An excerpt is introduced as follows:

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.

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.

That is excerpted from pages 149-150 of the third overview booklet, *Great Danger Emerges: Democracy Challenged*. That is a section titled *Team Building in Development and Dissemination of Knowledge*, starting on page 148.

The discussion continues noting that others are pursuing a similar path. Here is an item excerpted on from page 150.

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 151 Citizenship. It includes 31 recommendations

to strengthen America's institutions and civic culture to help a nation in crisis emerge with a more resilient democracy."

That report provides six strategies oriented to action that will alter the structure of the system. They are identified as follows: ... Achieve Equality of Voice and Representation ... Empower Voters ... Ensure the Responsiveness of Political Institutions ... Dramatically Expand Civic Bridging Capacity ... Build Civic Information Architecture that Supports Common Purpose ... Inspire a Culture of Commitment to American Constitutional Democracy and One Another ...

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

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," are 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 that is 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, was charged with second-degree murder, having 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.

It was prompted by two presentations written a few years earlier. Both of those are now appendices to what is now the third book of the trilogy. The titles are for Appendix A, *Liberty and Justice for All Some*; and for Appendix B, *Divisiveness in America*. They were written a few years earlier.

It will take more time for a redesign. The opening discussion of the constitutional design mentioned two areas of great advances in philosophy. It may take a third, which we've been calling a *New Age of Enlightenment*, that may have started in the twentieth century. Or it may simply be from a jolt such as the Great Depression from the early 1930s.

Emergence from Chaos. The future is quite uncertain. We have substantial discussion of the history of the Republican Party and its internal revolutions over the last half-century, including The Fourth Republican Revolution. As noted earlier, we are hoping for transition of what was the Grand Old Party (now the Trumpian Republican Party) to what is envisioned as a *Grand New Republican Party* with genuine, enlightened conservative values in the tradition of its origin, and the origins of conservatism.

We will be discussing more about terrorism, foreign and domestic, and the House of Representatives pursuit of the truth as to what

led to the invasion of the Capitol building on January 6, 2021. We will be discussing more the future during 2022, especially as to the significance of the outcomes of the midterm elections.

At this point, the greatest concern for the future of American Democracy in its pursuit of the ideals articulated the Declaration of Independence, in the avoidance of chaos. The problem with chaos is that its emergence is likely to be in the form of a dictatorship. Self-organization is much harder to achieve. Furthermore, it is not easy to keep in the absence of truth or justified trust.

MOST OF THE ADMINISTRATION'S FIRST YEAR

CHAPTER FOUR IF WE KNEW THEN, WHAT WE KNOW NOW

The Paradigm Applied

Lessons Learned or Maybe Not

An Amazingly Brief History. Human beings learn in many ways. As infants, we learn a great deal by imitating. However, we are born with a genetic structure that has evolved over a very long time. It very heavily favors survival and gratification of physical needs. However, over time it develops beyond the genes to include the memes, the imitated patterns of behavior; learned lifestyles.

This learning takes place in highly-diverse cultures. The cultures evolve over time with adaptations that occur from interactions with other cultures. Historically, the development of sovereign states occurred with dominance of a single culture, sometimes with a hierarchal structure headed by royalty achieved by force and endured by inheritance supported by force and/or culture. Sometimes the hierarchal structure evolved headed by religious leaders and endured by faith and designed discipline. Both designs of hierarchal structure placed a great value on conformity.

Then came *The Great American Experiment*, a confederation of thirteen sovereign states that evolved to become what is often called a *constitutional democracy*, but is more accurately described as a *constitutional republic*. It flourished for its two first centuries as a pluralistic society in which the federal government did not prescribe a religion and the source of leadership in the political structure was designed to emerge from the citizens with limited qualifications. That start was with male property owners of age who voted for the leadership in their sovereign states, originally thirteen. Those states organized a federal government under the Constitution. The Constitution started with amendments for the protection of individual rights; and evolved to broaden the electorate.

The diversity that valued pluralism significantly contributed to the American Democracy's leadership in the free world. Pluralism that deals with values have substantial commonality among the

diverse cultures that are represented in the political economy. It is the freedom in representation in the electoral system that provides the foundation for discipline by the electorate to preserve its freedom. That discipline is heavily relied upon a two-party system, sometimes with emergence of an additional party. A one-party system will by its nature destroy the democracy.

An Evolutionary Educational System. Our educational system is antiquated in many respects. According to Matt Ridley, in his book *The Evolution of Everything: How New Ideas Emerge* (2005), he wrote that compulsory, class-based education in preparation for exams “is one of those universal things nobody ever questions.” He traces the idea back to Napoleon’s defeat of Prussia in 1806 that sparked “...compulsory and rigorous education, the purpose of which was mainly to train young men to be obedient soldiers who would not run away in battle. It was these Prussian schools that introduced many of the features we now take for granted.”

It is evolving with games that provide simulations in which the motivated learner will grasp concepts by seeing events emerging from interactions. It is also evolving by the use of case studies that demonstrate examples. It sets up analogies in order to indicate relationships.

Historically, specializations in knowledge that developed disciplines kept delving deeper and branching into disciplines leading to a quip that one could learn more and more about less and less until one knew everything about nothing. The detail, however, became very valuable when it was blended in an interdisciplinary approach.

The silo construction in universities has been moving from multidisciplinary approaches to interdisciplinary approaches. Additionally, models have been shifting from closed models to analyses of evolving systems where relationships change. Forecasting outcomes becomes more difficult because of the changing relationships. What has become very useful is the multiplicity of models which forecast changing weather. The reliability of any single model is limited. However, a multiplicity of models can show a range of options that are feasible. Liars drawing in lines for political purposes is less than helpful.

Considering a number of reasonably potential outcomes is a good step for minimax strategy. That is helpful, especially when tolerance for loss is very little. We discussed that with the use of a minimax strategy.

This treatise by focusing on the pandemic has been explaining in the use of science in dealing with the contagion and potential drastic consequences to the health of individuals and communities. Additionally, we are also starting the development of the understanding of terrorism and public policy. Although we now turn to a start of illustrating the paradigm in action for the pandemic, will also begin consideration for dealing with terrorism, foreign and domestic.

The Paradigm in Action

The paradigm is built upon using the human body as an analogy for dealing with uncertainty in societal issues. The strategy utilizes a minimax approach.

In human biology, the system functions on information and energy. In the societal analogy it also functions on information and energy; however, for our analyses we need to deal with three stages instead of just two (information and energy). Basically, we are looking at knowledge, analytics, and action.

In the framework we are using, knowledge starts with information; but it must be processed for use. Human beings have numerous sensory sources for information inputs. The sensory system gives clues to expectations and the processing of the inputs is influenced by the expectations that may rely heavily on experience. Consider *Moneyball* by Michael Lewis

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.”

The processing may also be heavily influenced by emotion. Credulous people may be exploited. Consider the risk of the tyranny of the masses. A very fine quote, relevant to the envisioned role of the senators is from a Virginia DeJohn Anderson's book review of *The Problem of Democracy*). The reviewer reports that John Adams took the position, around the time of the constitutional convention that "...a new national legislature must have a senate with 'illustrious' and well-educated members serving as a counterweight to representatives elected by 'credulous' voters."

Information may be accepted at face value, or may be verified, or otherwise exposed to critical thinking. The result of the processing provides knowledge that is credible, or beliefs that may or may not conform with reality. In the case of believers in the BIG LIE and associated impacts, including not wearing masks and/or not getting a vaccine for COVID-19, unnecessary illness or even premature death has likely resulted for some people.

The behavior that results from the information, however processed, is heavily impacted by morality, or the absence thereof. Between the poles of amorality and commitments to moral behavior, even at the expense of one's own life, there are many stages. Truth and honesty play a big role in this process, as does the priority in value systems. Of particular importance is understanding the role of government, and constitutional protections and restraints.

The behavior that results emerges from a combination of beliefs as to reality (a quality of knowledge) and morality, is a product of a ranking of priorities of individual objectives. These priorities may be related to clusters of various sizes of groups moving to two critical levels beyond the personal or professional realm. The first is the protection provided by a sovereign state as to one's life and property, as well as a variety of interests. Misunderstandings of the relationship between the self and society, especially the rights and obligations in a free society, is currently endangering American Democracy.

The larger scale, in our two-scale analysis, is that of planet earth. Our concern is with an organic system occupied by other human beings. Concern for the others starts with humanitarianism. Additionally, the current pandemic provides a danger of evolution

to new variants more contagious and dangerous than that which we have experienced. There is also the danger of aggression that could make the planet Earth uninhabitable by human beings. Additionally, there are intermediate stages of damage from climate change. In short, human behavior has been endangering the quality of life on planet earth.

In the discussion that follows we utilize the concepts of understanding reality in the sense of knowledge that reflects reality, and caring about others in various dimensions as a matter of morality, and finally the actions that result from one's choices and the choices of others.

In summary, *human beings* may be viewed as a dysfunctional species that is endangering itself because it regarded itself as being at the top of the food chain, and now finds itself providing the protein for a minuscule coronavirus. The audacity of not dealing with reality has consequences.

What We Should Have Known About Pandemics

Knowledge of the System. Starting with the Trump administration, we should have known that it was unwise to reduce the administration's capability for dealing with epidemics. Additionally, we should recognize the extent of the danger of the coronavirus.

Our Centers for Disease Control and Prevention is organized as a research organization with a priority on producing publishable findings to understand the system. That is a useful purpose, but it is not designed to contain the spread of the disease from an administrative perspective. The organizational structure that starts at the local level is capable of assembling the current information as to contagion source through testing and tracing. It is a case of network science.

The Organizational Structure Was Inadequate. The organizational structure of our democracy was to protect us from a tyrant in hierarchal structure. It is not designed to protect from contagious diseases. Furthermore, we should have restructured the system to be able to identify and contain the contagious sources. Instead, the Trump administration politicized the pandemic under

the leadership of a president whose priority was reelection, and not the health and welfare of the nation.

Many Choices of Humans Were Faulty. When it comes to knowledge of the masses as to the essence of a democratic system, there is a significant shortfall in understanding that in a pluralistic society, such as American Democracy, the diversity is an asset. Furthermore, the individual rights claimed in the Declaration of Independence rely on a sovereign government for protection; and that calls for the rule of law. That lack of knowledge by credulous people left many open to exploitation by leadership interested in their power, not the health of the populace.

There is a significant shortfall in the morality of the system. Not only is there a shortfall in individuals caring about other individuals, but there is a shortfall in the elected representatives actually representing the interests of the constituency. The complexity of the system is compounded by the gerrymandering that puts some elected officials in districts so safe that they extort for personal and professional gain to the point that the functioning of a democratic system is impaired to the point where elected representatives focused on power at the expense of the survival of democratic system.

The faulty choices of some of the credulous people have led to their death and the illness of others because of their behavior. For the survivors, their two greatest challenges are in understanding reality and reorganizing for a better representation. In short, it will take a coevolution of the electorate and the elected to improve the quality of knowledge, morality, and actions on planet Earth, but especially on the territory of *The Great Experiment* which made progress for two centuries, but is in danger of survival as a free society.

In short, we did not have adequate information; we did not have appropriate analytics; and we did not take appropriate action. If we knew then what we know now, we could have done better.

Considering that our *now* will in time become the *then*. Whom will you hold responsible?

The Terrorism Wake-Up Call

The Foreign Terrorism on 9/11. The Foreign Terrorism on September 11, 2001 took almost three-thousand American ^[87]

lives with significant destruction of property in New York and Washington, D.C. It was a wake-up call. Within a few days the then President George W. Bush issued an ultimatum to the Taliban regarding access to the perpetrator, a terrorist group called al Qaeda, led by Osama bin Laden. The response was unacceptable, and shortly thereafter the United States, supplemented by military support of NATO, under Article 5, invaded Afghanistan and took control of the country.

The American retaliation was quick and decisive in the reduction of the threat from the al Qaeda; although it took a decade to track down and kill Osama bin Laden. The follow-up action, that evolved in an unrealistic attempt to bring democracy to Afghanistan, was accompanied by a twenty-year war with the Taliban as domestic terrorists, or insurrectionists, in Afghanistan.

That twenty-year war was a strategic failure of the United States. More of that is discussed in this update and its substantial supplemental material, especially in a book that is briefly reviewed in the text that follows.

The Troop Withdrawal from Afghanistan. The Troop withdrawal from Afghanistan in late August of 2021 was an astounding tactical success in light of the collapse of the government of Afghanistan on August 15, 2021. That collapse was accelerated by threats of the Taliban to not only kill the members of the Afghan military forces opposing them, but also their families, according to some reports.

There were substantial criticisms of the failure to get more of the Afghanistan's out that supplied support for the military and humanitarian missions. However, the negotiation for withdrawal was in early 2020 by the then President Donald Trump's representative, directly with the Taliban. The Afghan government that had been created in an effort to build democracy, and operated for the two decades, was not included in the negotiations.

Furthermore, in the efforts to build a democracy the strategy was based upon power without understanding the realities of the nature of the cultures that composed a state with a history of political instability. More this is discussed in the text and references that follow.

The point of all of this is, if we knew then, what we know now things would have turned out differently. A successful strategy could have been conceived.

The fact is that the multiplicity of crises prevailing in the United States today are part of the “then.” That “then” emerged from a power-hungry political party in a plutocracy that was moving towards an autoocracy; that is how obstructing a domestic democratic process winds up with an emergence of domestic terrorism.

It was an arrogant foreign policy of the United States that not only failed in state building of Afghanistan, but compounded the problem fostering additional terrorism, with the attempt of state building in Iraq.

The invasion of Iraq was built upon misinformation and was supported by untruths distributed to the public. It turns out that it fostered disinformation about what was really happening. Then it fostered the development of ISIS because of the internal political situation in Iraq. It was a continuation of the American public not been told the truth about what was really happening in our failed nation building efforts.

About Afghanistan and Terrorism

Understanding the Taliban

Its Origin. Understanding the Taliban starts with knowledge about its origin. It started in the 1980s when a group of Afghanistan students went to Pakistan to study, and blended in with the Pakistani Taliban who subscribed a very strict interpretation of Islamic law, Sharia. That amounts to what we would see as a denomination among other denominations in the Sunni family of denominations as compared to the Shiite family of denominations.

Late in the ten-year war between Afghanistan and the Soviets, the Afghan Taliban fought alongside the mujahideen (<https://www.bing.com/search?q=Mujahideen&filters=sid%3aaa250065-48e1-b52a-4605-d1ab6aea1902&form=ENTLNK>), an array of local rebel forces representing a variety of tribal interests to defeat the Soviet invaders. They were joined by al-Qaeda in 1988.

Its Rise to Power. After the ten-year war (1979-89) with the Soviet invaders, the multitude of Afghanistan societal structures,

including warlords and tribal structures of diverse cultures and faiths, fought among themselves for control of the country. It turned out that the claim of power was so diverse, without a viable option for shared centralized control, that the traditional Afghanistan local powers were not able to resolve the issue.

The Taliban, a substantial and well-organized fighting group, was in 1996 able to defeat the highly-fractionated opposition, and forge what it called the *Islamic Emirate of Afghanistan*. That government survived only until 2001, when the Taliban failed to comply with the ultimatum, regarding al Qaeda, issued by the then United States President, George W. Bush.

The Taliban is organized in a variety of dimensions beyond military. It has a religious structure and the political structure. However, its territorial focus is on Afghanistan and its observance of its interpretation of Sharia Law. That law is strict in observance and punishment. It is not only intrusive, especially to the rights of women, but it is exceptionally cruel in punishment.

Taliban Relationship with al Qaeda. The al Qaeda was organized as a terrorist organization annoyed by the United States for its support of Saudi Arabia. Not only is it against the United States, it had it in for Saudi Arabia as a power play.

The bond between the Taliban and Al Qaeda started with their fighting side-by-side against the Soviets for the independence of Afghanistan from Soviet domination. Afghanistan has a history of failures as a state over the last half-century. A discussion in the essay that was under construction, *Our American Crises in 2021: The Terrorist Contenders; Foreign and Domestic* provides the following list:

- 1) The one in 1973 if you count the end of a 40-year peaceful kingdom;
- 2) the quasi-Communist structure that ended with the Soviet invasion of 1979;
- 3) the end of the war in 1989 with the Soviet defeat and the ensuing localized rivalry without a recognized sovereign state;
- 4) the taking of control by the Taliban in 1996 (and then setting the shortest record);

- 5) with the removal of the Taliban in power until 2001; and
- 6) the return of the Taliban in 2021 with the fall of leadership of the corrupt government fleeing from Afghanistan.

That essay has been superseded by what is now *Appendix B - The Terrorist Contenders: Foreign and Domestic*. It provides substantial additional detail.

The Taliban government of Afghanistan established in August 2021 is seeking global recognition. In its governance during the five years at the turn of the century, as the Islamic Emirate of Afghanistan, it received recognition by only five sovereign states. It does not have an easy road ahead.

We had a strategic failure in our twenty-year war relying on military power without really understanding the systems operating in Afghanistan. During that time, we provided a very poor example of a democracy, and developed a strategy bound to fail.

More Background on the Taliban

When this appendix was originally drafted, for more background on the Taliban, we grew from an essay then under development. It was titled “Our American Crises in 2021: The Terrorist Contenders; Foreign and Domestic.” Part of that essay amounted to a book review. The book’s author is Craig Whitlock of the *Washington Post*. He provided substantial coverage over time.

The flyleaf indicates “The *Washington Post* sued the U.S. government twice to unearth the documents that form the basis of The Afghanistan Papers. The full title is *The Afghanistan Papers: A Secret History of The War*. It is published by Simon & Schuster, with a first edition in August 2021.

The assigned reading for the motivated learner starts with a ten-page forward. From the perspective of the paradigm, we are using for our analyses, in what amounts to a book review. Here is a key quote, “Key Taliban leaders were interested in giving the new system a chance, we didn’t give them a chance.” That was the concluding sentence in the paragraph that started off as follows:

“A major mistake we made was treating the Taliban the same as Al Qaeda,” Barnett Rubin, an American academic

expert on Afghanistan who served as an advisor to the United Nations during the Bonn conference, said in a Lessons Learned interview.

The paragraph quoted for this review appears on page 26. The reference to the “Bonn conference” relates to the first paragraph on that page. That paragraph is as follows:

Attending were two dozen delegates from four different Afghan factions — a mix of warlords, expatriates, monarchists and former Communists — plus their aides and hangers-on. Officials from Iran, Pakistan, Russia, India and other countries in the region also participated.

Now for the third paragraph on that same page. It is as follows:

On December 5, the delegates reached an accord that was hailed as a diplomatic triumph. It named Hamid Karzai as Afghanistan’s interim leader and laid out the process for writing a new constitution and holding national elections. But the Bonn agreement had a fatal flaw that was overlooked at the time: It excluded the Taliban.

There’s a lot more in that chapter titled “*Who Are the Bad Guys?*” The next page makes note of our ignorance of the country. Our readers are urged to at least read that chapter, even though the entire book is being recommended. Delve as deep as you wish, but the case being made in the paradigm advocated is that we, the Americans, are the bad guys. We not only fell short on knowledge, we also fell short on analytics, and action.

That book and another that was not available when this was drafted are discussed in Appendix B. An excerpt from the prologue is in the box that follows.

The second book was ordered at the same time, but delivery was not available until October. It is authored by

Carter Malkasian who was identified on the flyleaf as having been “...Special Assistant for Strategy to Joint Chief of Staff Chairman General Joseph Dunford in 2015 to 2019. He has extensive experience working in Afghanistan through multiple deployments throughout the country...”

The book is titled *The American War in Afghanistan: A History*. The opening paragraph of the flyleaf is as follows: “The American war in Afghanistan, which began in 2001, is now the longest armed conflict in the nation’s history.” The flyleaf contains additional information about the author.

About Terrorism

There is a lot that we should have known about terrorism, especially as it relates to Afghanistan, Taliban, al Qaeda, and al Qaeda’s terrorist rival, ISIS. The 9/11 attack on American soil was by al Qaeda that happened to be headquartered in Afghanistan, having been ousted from their previous location.

Here is an excerpt from the previously cited item (*Our American Crises in 2021: The Terrorist Contenders; Foreign and Domestic*).

As discussed in the appendix (written in 2004) to this editorial,

The war on terrorism [the endnote for defining terrorism is linked] may turn out to be the longest war in the history of civilization. If that happens, it will be attributed to two factors. First, it is a different kind of war. Second, our strategy for fighting it was not well suited to dealing with the underlying causes.

The Concept of War

Since terrorism is a tool of war, some clarification may be needed as to whether the war is against those who use the tool, the terrorists, or the use of the tool, as in the war against drugs or crime.

A great deal of information is essential in order to understand the development of an appropriate strategy for

dealing with both those who use the tool, or use terrorism to achieve their objectives. This article, as an opinion piece, will go beyond the series of historical facts and focus on understanding process and structure. We are interested in presenting the story of how the external threats to our democracy evolved, and place them in the context of the evolution of our domestic terrorism and the tribalism that is cancerous to our society.

About Our Twenty Years in Afghanistan

What We Should Have Done

Assembled Knowledge. We should have assembled knowledge of the problem. Problems may be defined in many ways, including components in various stages of the evolution of the system. The most obvious set of components included the following: (1) our intelligence systems had not revealed the forthcoming 9/11 attack; (2) the terrorist attacker was identified as the al Qaeda, and their locational host (the Taliban of Afghanistan) were not willing cooperators for our taking what we saw as an appropriate action.

We also needed knowledge of the environment and potential reactions to responses that we might take. Essentially, we received some strong sensory information, and the processes of it in the context of the way we thought about things, and how we operate.

As the most powerful nation on Earth, with an exceptional military capability, our thinking apparently went along the lines of our being the good guys, they are the bad guys. We can go there and take them out. We responded within days

Consider the strategy shift for dealing with the pandemic. Conditions had changed, and the containment of terrorism against us that shifted to our domestic assets as well as our foreign assets. We need to protect ourselves by eliminating the form threat on our soil, so we were going to disable the capability. Since the Afghan government of the Taliban did not respond favorably to the ultramodern, we were going to go in to their territory and eliminate and/or disable the capability of al Qaeda, or at least the deter further terrorist acts.

Analyzed Potential Outcomes. The first stage in dealing with the problem moved very quickly with the utilization of the NATO agreement of Article 5, an attack on one is an attack on all. So with support from our allies, we were able to defeat the uncooperative Taliban government and significantly damaged the al Qaeda capability. Osama bin Laden escaped to Pakistan. Although it took about a decade, American forces found and killed him.

In the meantime, we switched strategy from destroying the terrorist capability to trying to build democracy in a culture that did not have the capability essential for a successful democracy.

What Might Have Evolved

What might have evolved is highly uncertain. What is clear is that a *good guy* versus *bad guy* approach does not work unless there is a community agreement as to what constitutes being a *good guy*. In Afghanistan there has over the last half-century been a diversity of cultures in a multiplicity of local structures in which each of the local structures considers itself the *good guy*.

Had the George W. Bush administration really believed in pluralism and democracy, and really understood what it takes for the system to operate, it would have known that democracy was not feasible for Afghanistan at that time. The forty-year kingdom had apparently run its course and adopted a very loose centralized government with a semblance of Communist structure. The Soviet Union wanted to centralize with greater national power and invaded the country. It lost a ten-year war, in some measure because democratic societies provided some support in addition to support by the Taliban and al Qaeda.

The diversity of local cultures united against the Soviet invaders, but not against the Taliban. The self-organization against a domestic group did not rise to the level of commonality of interest against a foreign invader. When the Taliban was defeated and a provisional government was established, the Taliban, the defeated “bad guys,” should have been considered as participants in a form of a confederation with constitutional protections for the diversity of local governments.

There was a very limited role for centralized government. The United States should have learned from the dissatisfaction of the Soviets with a quasi-Communist structure, that a strong central government was not in the cards

The strong central government was not in the cards for a diversity of cultures. It is not clear whether or not a confederation would have been workable. There was very little that the local administrations would look to a national government for. It was clear that they would unite for the common defense, which is what they did when the Soviet Union tried to exert the power for greater centralized control.

The United States started with an example of the Confederation that opposed a despotic king. It took about a decade to unite with delegated authority to a central government for the common defense and foreign policy. The Constitution provided for other delegated authority with the first ten constitutional amendments providing a Bill of Rights for the individuals. Other adjustments followed.

Declaration Era Educational Press (DEEP) has substantial material indicating that the Republican Party had for at least a couple of decades been on a route for concentration of power at the expense of democracy. The box that follows contains an excerpt from the trilogy's BOOK ONE, *Common Sense Revisited: America's Third Revolution*.

...This from Heather Boushey's comments in reviewing Nancy MacLean's book, *Democracy in Chains: The Deep History of the Radical Right's Stealth Plan for America* [New York Times book review of August 20, 2017]. She wrote the following: "With this book MacLean joins the growing chorus of scholars and journalists documenting systematic, organized effort to undermine democracy and change the rules." She concludes the paragraph by naming several books and then begins the next paragraph with the following sentence: "Power consolidation sometimes seems like a perpetual motion machine, continually widening the gap between those who have power and money and those that don't."

Boushey, earlier in the review, wrote “So Buchanan came to a radical conclusion: Majority rule was an economic problem. ‘Despotism,’ he declared in his 1975 book, *The Limits of Liberty*, ‘may be the only organizational alternative to the political structure that we observe.’” The reviewer continues in the next paragraph with “Buchanan therefore argued for ‘curbing the appetites of the majority coalitions’ by establishing ironclad rules that would curb their power.” [See endnotes pages 162-4]

A further discussion of the concentration of power at the expense of democracy is provided by the following link to an excerpt from Excerpts from Appendix 1 D - Adapt to Change a Reality the trilogy’s first book, *Common Sense Revisited: America’s Third Revolution*.

It appears that Republican-led American Democracy had a view of political power in a democratic system that was not feasible for Afghanistan. We were not the good guys going in to save the country with a feasible plan for that country. We were just another bad guy invading their territory. More about that is in Appendix B.

MOST OF THE ADMINISTRATION'S FIRST YEAR

CHAPTER FIVE SAVING THE GREAT EXPERIMENT

The Attack on Pluralism

The Erosion of Norms

Pluralism is critical in dealing with the common interests of a free society. A case in point is that the denial of pluralism has gone beyond the bounds of decency in the pursuit of power; having placed party above country in the pursuit of personal interests in possessing power.

There are legitimate differences in values among segments of our society, and the choices of processes for pursuit of one's interests. The Constitution was designed to prevent the abuse of power by a tyrant, but the system has been gamed **undermining the integrity of the system to the extent that the survival of American Democracy is in danger.**

“The integrity of American Democracy has been undermined by the pursuit of political power that is at the expense of democratic norms; norms that are not the subject of constitutional constraints.” The box that follows is an excerpt from the excerpt posted in the *Addendum*: provided for Appendix A of this booklet.

From BOOK ONE -

Common Sense Revisited: America's Third Revolution

Appendix 1E -

The Integrity of American Democracy Undermined

[Excerpted from the opening section starting on page 269.]

THE INTEGRITY OF AMERICAN DEMOCRACY UNDERMINED

The Erosion of Norms in the Elected Political Leadership

The integrity of American Democracy has been undermined by the pursuit of political power that is at the expense of democratic norms; norms that are not the subject of constitutional constraints.

That denial of pluralism has fostered tribalism that has extended to impeding the general welfare, including the health issue of dealing with pandemics. The misuse of the concept of individual rights to override governmental authority for the common good is a vestigial remnant of the Trump administration.

The Time Horizon

Ways to Tell a Story. As discussed earlier, “A story may be told in many different ways.” It goes beyond feelings and reasoning as experienced in the short run; it goes to context in the long run.

That long-run context can best be understood relative to an evolutionary process that is built upon the history that led to the current condition. It is not simply a blame game, it is the understanding of how organic systems evolve. That evolution has a great deal to do with what was not done to prevent the problem, or crisis, so that did not occur. It also has to do with what was done when it did occur. Most importantly, it has to do with the health of the organic system to be able to deal with the problem.

This appendix is utilizing the COVID-19 pandemic to illustrate the analytical process that can improve outcomes. In the case at hand, in assessing the progress of the Biden administration during most of its first year, we need to consider what happened in the previous administration. As discussed, the previous administration left office with a disgraceful performance in not lessening the great damage from the pandemic, and with the exception of getting a vaccine developed, a miserable performance in handling it. Furthermore, it damaged the organic system of our democracy by politicizing the health of the population.

Even with that handicap of the remnants of the previous administration, the Biden administration immediately started to deal with the issue, based on the then-current conditions. When those conditions evolved, especially with the Delta variant, the strategic approach was revised. We have some discussions of the program including the mandates, especially with the OSHA regulations that take effect January 4, 2022.

There are lawsuits emanating in 27 states that are challenging the OSHA regulations. It is a remnant of the politicization of the

pandemic. It is reasonable to expect that sometime in the latter part of 2022, the pandemic will evolve to become an endemic. The short-term mandate fatigue, and the long-term economic recovery process already accelerated political pressures. It remains to be seen how the midterm elections will unfold. Historically, the congressional representative changes favor the party losing the presidential election.

Although this appendix has also started a discussion of the exit from our longest war, twenty years in Afghanistan, this website's major analysis of that case is provided in Appendix B. The shortest summary is that the war was a strategic failure, and getting our troops out was a tactical success. However, the short-term political consequences of the chaotic exit may adversely affect the long-term benefits of ending the war. It is uncertain what will evolve from the divisiveness in the Democratic Party.

The November Developments. On the whole, the nationwide results of the off-year election were a wake-up call for the Democratic Party. Beyond the divisiveness that had developed between the two major political parties, there was a divisiveness within the Democratic Party. The political necessity of pairing two historic proposals for building back better led to disastrous results for the Democratic Party on the November 2, 2021 elections.

Fortunately, it only took a few days to get done what would have been wiser to do months earlier; pass the *Invest in America Act* (H.R.3684). That infrastructure bill was held up by the Progressive Caucus in the House of Representatives in the effort to tie it with a closely-related support bill designed to strengthen the social structure, as a companion to the physical structure.

It is too soon to tell how the long term will be impacted by the divisiveness in a political party that has razor thin margins for legislative action; especially faced with an opposition party designed to pursue power, even at the risk of endangering the health of our democracy, *The Great Experiment*. However, in the spring of next year, we will be updating the discussion of the discussion of the administration's progress in pursuit of its agenda. We will do so in the context of developing the analytical system that is able to delve deep enough to take a time horizon that is essential for making

choices to better pursue the health of our society, with particular attention to individual rights.

In the meantime, we have some more to say about the denial of pluralism and the health of the political economy. We do so by utilizing the pandemic as a case study. This is in the context of the structural changes in the environmental conditions related to the pandemic. It relates to the appropriate use of executive authority to press ahead in facilitating improving the quality of life that was being impaired as a result of political motivations of the previous administration in its pursuit of power. This is presented in the context of legislative performance, as well as structural changes in the environment of the political economy.

Legislative Performance

Executive Authority. Executive authority has been *de facto* on the rise with a substantial deterioration of legislative performance of Congress in its responsibilities. Division within the parties, as well as division between the parties, has obstructed the legislative process.

The representative system is dysfunctional beyond gerrymandering and drastic disproportionate voter population representation in the Senate. Some legislative representatives in the House of Representatives have demonstrated incredible behavior in the form of failure to observe traditional norms. Some of them are so secure in their districts that the process facilitates obstructionism and incredible behavior denying pluralism. The Select Committee may obtain some information relative to some of the representatives facilitating the attack on the Capitol.

The involvement of the elected representatives facilitating the insurrection is a key element in the development and enforcement of standards of behavior of members of the legislative body. Additionally, the House of Representatives, on November 17, 2021, censured Congressman Paul Gosar for his posting a video on his social media account with a cartoon depicting violence against fellow Representative Alexandria Ocasio-Cortez. The rise of violence is a significant

element in the use of domestic terrorism as a threat to the survival of our democracy.

Two major legislative proposals have not made progress in the Senate. The voting rights bill and the proposed regulation of police behavior. However, the administration has pursued some administrative action in dealing with chokeholds and no-knock warrants. The future use of the filibuster is still uncertain.

As discussed earlier, “When Joe Biden was elected president, his first action after his inauguration was an executive order to mitigate damage to the health of Americans.” Then, seven-and-a-half months later, “On September 9, 2021 President Biden delivered a speech in which he announced a shift in strategy for dealing with the pandemic.

As part of the plan, the United States Department of Labor’s OSHA (Occupational Safety and Health Administration) authorities were used to require companies with 100 or more employees to be vaccinated, or be tested weekly; effective January 4, 2022. As was noted earlier, “There are lawsuits emanating in 27 states that are challenging the OSHA regulations.” It is a remnant of the politicization of the pandemic.

The excessive behavior of Donald Trump as president led to two impeachments, but no convictions in the Senate. It led to the formation of a Select Committee, within the House of Representatives, investigating the attack on the Capitol building that interrupted the joint session of Congress tallying the votes from the Electoral College.

The Select Committee has started the process of issuing subpoenas. So far, it initiated criminal charges to at least one recipient who has been indicted by a grand jury; and the Department of Justice is proceeding with its normal routines. The legal processes take time.

At risk is delays beyond the midterm elections, generating a Republican majority in the House of Representatives that would eliminate the Select Committee in its pursuit of the truth of what led to the attack on Congress. That attack jeopardized the lives of the elected representatives, especially the then-vice president, Mike Pence.

The strategy of delay using judicial procedures denies testimony and documents to be used in arriving at the truth of what led to the attack on the Capitol on January 6, 2021. Under the circumstances, President Joe Biden has not invoked executive privilege that would obstruct obtaining documents relative to discovering the truth of what led to the insurrection that disrupted the peaceful transfer of power called for by the constitutional process.

If a sufficient number of Republican-elected congressional representatives were interested in finding out the truth, there would have been a bipartisan commission design similar to the commission design for getting to the roots of the 9/11 terrorist attack in New York city and Washington, D.C.

Bipartisan Cooperation. The key bipartisan cooperation was on the infrastructure bill in the Senate where nineteen Republicans supported the legislation, even though their top priority appears to be focused on defeating the Democrats in the midterm elections. The decades of falling behind in federal provision of infrastructure provided a major exception to the Republican strategy of obstructionism.

As will be discussed, the message from the electorate on November 2, 2021 was the loss of congressional progress on the build-back-better agenda. Finally, within a few days of the Democratic Party's losses, it passed the *Invest in America Act* (H.R.3684). Although six of the progressives did not support it, there were 13 Republicans who broke ranks from their fellow Republicans to vote for the bill. Those Republicans who run for reelection are likely to be primaried. Some of their elected colleagues called them traitors.

Six of the far-left progressives did not support the bill; generally, from safe districts. That was more than offset by 13 Republicans who voted for the bill. Representative Marjorie Taylor Greene, from a safe Republican district in Georgia, was quick to criticize those Republicans voted with the Democrats, as were some of her colleagues.

The case may be made that the far left as well as the far right have a potential for an extremism that could

endanger the democratic process. This is in the context of the pluralism issue.

As will be discussed, the Democrats would do well to facilitate the development of a *Grand New Republican Party* so that there would be a conservative party that would work across the aisle. Otherwise, the Trumpian Republican Party may simply erode to become isolated terrorists and moderate Republicans along with enlightened conservatives would join moderate Democrats. The second party of the two-party system could evolve to be progressives.

That would work unless progressives went too far left and become obstructionists, and resorted to terrorism. Violence has been increasing nationally, and terrorism on either side is a danger to democracy. More will be discussed in Appendix B - *The Terrorist Contenders: Foreign and Domestic*. We will learn more about the relationship of Trumpism to the January 6, 2021 insurrection, and the identification of domestic terrorist organizations.

Hopefully, there are still some issues in which Republicans in the House and the Senate will participate with the Democrats, even though the issue is part of the agenda of the Democrats. Issues such as the infrastructure are so important to the constituents of some representatives in the House and Senate, that the elected representatives voted in the interests of their constituents, and not simply in terms of their own political ambitions, and concern about hostility from Donald Trump. The erosion of the Republican Party's use of platforms in favor of treating the opposition as an enemy instead of a rival is a big issue that will impact the future of the Republican Party.

Legislative Profile. With the exception of the results of the 2018 midterm elections, and some successes for the Democrats in the 2020 elections, the democratic process has not had a significant movement of profile of members of the House of Representatives moving in the direction of the profile of the electorate. The current profile has emboldened the

progressives, but the majority of the Democrats is so slim in the House of Representatives, that when coupled with the split in the Senate, legislative progress has been very difficult. It is not simply platform issues. It is the priority of the Republican leadership pursuing power with a primary objective of defeating the opposition rather than improving the quality of life for the majority of their constituents.

The Republican leadership has developed a strategy that treats its fear of the changing profile of the electorate by developing tribalism and altering the electoral process to deter voting by the opposition through the misuse of regulations. In its first hundred years it made great sporadic progress with a focus on equality of opportunity in its rivalry with property issues. In the last half-century, it has undergone a series of internal revolutions transitioning through a plutocracy on a road to autocracy. As will be discussed, it was aided by a strategic error of the Democratic Party that started a half century ago.

The nation's results from the off-year election of November 2, 2021 sounded an alarm for the Democratic Party. The Infrastructure Bill could have been passed in August had the progressives not insisted on pairing it with the bill having an array of well-needed related programs. Then, in September the Senate passed an infrastructure bill that had bipartisan support, and the House of Representatives had another chance in October.

A strategic shift is underway in the Democratic Party. The need for a better communication of proposed legislative content is obvious; but there are more fundamental elements of evolutionary changes that relate to our discussion of *If We Knew Then What We Know Now*.

It is also time for the Republican Party to consider a discussion of *If We Knew Then What We Know Now*. So far, in the twenty-first century, the Republican Party has been destroying its future as a conservative party providing a balance to a liberal party where the combination had for two centuries made progress towards the ideals articulated in the Declaration of Independence.

Some Environmental Impact Errors

A Strategic Error Decades Ago

Somehow, the trilogy's first book, *Common Sense Revisited: America's Third Revolution*, loosely referred to as BOOK ONE, has a chapter that provides a historical perspective. It was written in 2018, triggered by the so-called Tax Reform Act, passed in December 2017.

BOOK ONE was designed to raise the level of consciousness of motivated learners as to what was unfolding, and to lead to the other two books of the trilogy: *Perspectives for A Sense of Place: Voter Empowerment*; and *American Democracy: The Declaration, Pursuit, and Endangerment*. Those two books are loosely referred to as BOOK TWO and BOOK THREE.

BOOK ONE reports on **the strategic error of the Democrats at the beginning of the information revolution that had a dramatic impact on what evolved over the next half century.** The box that follows contains two excerpts from **Chapter 3 - A Historical Perspective.**

In order to accommodate our purpose in presentation, the two excerpts are provided in a reverse sequence.

The Twentieth Century's Fourth-Quarter. The tapering of growth, in the fourth quarter of the twentieth century, is a loose categorization that marks the time after the fourth quarter of the hundred years between 1870 to 1970, as discussed by Robert J. Gordon in his book, *The Rise and Fall of American Growth*. The thrust of his message is in a paragraph on the second page of his Postscript (what amounted to his provision of an additional chapter beyond the basic structure of his book).

That postscript starts with the sentence, "The timing of the stream of innovations before and after 1970 is the fundamental cause of the rise and fall of American growth." He continues with, "In recent years, further downward pressure on the growth has emerged from the four headwinds that are slowly strangling the American growth engine."

Then, in the same paragraph he summarizes his concluding chapter, which is titled “Inequality and the Other Headwinds: Long-Run American Economic Growth Slows to a Crawl.”... [BOOK ONE, p. 63].

The Twentieth Century’s Third-Quarter. The twentieth century’s third-quarter is being loosely used for the quarter of a century between the end of World War II late in 1945 and 1970. That period of time is significant because it was the last quarter of a century in the context of great economic growth generated by the Industrial Revolution, but occurring before the Information Revolution.

The structural transformation that occurred along with the suburbanization of America went well beyond the boom in housing construction and the great increase in productivity associated with the production of consumer goods for households with increasing income and wealth. It went to public policy that led in fear of another depression. In a sense, the federal government passed legislation intending to outlaw depression. The text of the Employment Act of 1946 included the statement that it was the “continuing policy and responsibility” of the federal government to “coordinate and utilize all its plans, functions, and resources... to foster and promote free competitive enterprise and the general welfare; conditions under which there will be afforded useful employment for those able, willing, and seeking to work; and to promote maximum employment, production, and purchasing power. The Employment Act of 1946 was signed into law by President Harry S. Truman in February 1946 having been passed by the Senate late in September 1945 followed by version in the House of Representatives and a reconciliation by committee....

What follows is another excerpt from the same chapter. It addresses “**The error of the Democrats at the beginning of the information revolution...**”

Returning to Political Evolution. Returning to political evolution, but now in the twentieth century's fourth-quarter, we have public policy undergoing a significant transition, especially with political parties. More of this will be discussed in the next chapter, but as a prelude to the next section which is focused on the Internet and cultural evolution, consider a very brief discussion of transitions occurring in both major political parties.

As to the Democratic Party, by the early 1970s, there was great attention to workers gaining opportunity from the shift in the structure of production moving from consumer goods benefiting from further productivity increases enabled by the innovations contributing to the rise of American growth especially the preceding quarter of a century. That shift was to members of the workforce, who through education and training in the previous quarter of a century, were now working with white-collar skills in contrast to the dominant skills of blue-collar workers. These "knowledge workers" were "engineers, scientists, and analysts who wore white collars and tapped away at desktop computers and technology firms, universities, consulting firms and banks [see page 693 of Jill Lepore's *These Truths: A History of the United States*]....

...More of the Republican leadership is discussed in the next chapter; but, a comment on its courting blue-collar workers is about to be noted. Returning to the shift in strategy by the Democratic Party, as discussed by Lepore [page 693, op. cit.], she notes that the Democratic Party "...was willfully kicking its base out from under it. Since the rise of Williams Jennings Bryan 1896, the Democratic Party had been the party of labor. But early in the 1970s while Republican Party was courting blue-collar white men, especially men who had lost the manufacturing jobs, the Democratic Party..." [The paragraph continues and includes the previous quote referring to "knowledge workers." See BOOK ONE, pages 63-4.]

The web copy has links to that section and chapters. For hard copy, the Part III Addendum contains a continuous segment from BOOK ONE's third chapter starting with the section titled, *Skipping to the Twentieth Century*. The excerpt runs from page 61 though page 65 of the print copy.

Context for Some Recent Errors

Social Sciences. The context for some recent errors continues to be in societal transitions where the social sciences have lagged so far behind the physical sciences that the decisions in the political economy did not do as well in improving outcomes as do decisions in the physical sciences. It has to do with methodology; sometimes referred to as physics envy, referring to physics having an experimental capability more powerful probing to understand linear relationships. The social sciences deal with organic systems that contain nonlinear relationships that are not amenable to closed models doing well in forecasting outcomes. The *Long-Term Capital Management* debacle is the case in point.

Unfortunately, the statistical models that are generally used are built upon past relationships, but the relationships have been changing so that the linear analyses used for closed models just don't work. Ask investors in Long-Term Capital Management that relied on a couple of Nobel Prize winners for their understanding of the system in which they could make a fortune for a period of time, until the environmental structure changed beyond expectation.

They made a lot of money for a period of time, then the losses were so great the federal government stepped in to lessen the consequences to the economy of the failure of the enterprise.

More discussion of the differences in methodology and models is presented later. Our concern now is on shortfalls of systemic

understanding of how the changing environment has set the context for more recent errors. Our focus is on the pairing of two major pieces of legislation by the majority party, with very thin legislative margins.

Voter Attitude. Voter attitude at the margin is especially important in an environment in which margins in the legislature are very thin. Failure to deliver endangers reelection. This will be discussed shortly.

The problem is further intensified if the minority party is dominated by leaders who pursue political power at almost any cost. They are endangering our freedom, especially if they retaliate when their legislative members cross party lines in the interests of their constituency.

Our concern is with choices made based upon various gradations of morality, as well as the depth of understanding of likely outcomes. This applies to both political parties and is relevant to behavior considering the interests of the nation, the party, the constituency, and the political representative.

The recession from the pandemic was deep, but the recovery started quickly. In the Great Depression it took a long time for the recovery; and **the voting public was tolerant of dramatic changes.** The situation is different now because recovery is underway, but there are still barriers to return to a new normal, including the concern about inflation.

The monumental program changes that occurred in the recovery from the Great Depression occurred because there was a great **unity for change.** The recovery from the pandemic was significantly impaired because the previous administration had politicized the pandemic.

Time Tradeoffs. The public tends to focus on how they feel in the short run at the expense of trade-offs for their long-term interests. The shift from what was considered normal to a pandemic has imposed unwelcomed changes. There has not been a general acceptance that the pandemic is generating a shift to an unwelcome endemic, an ongoing impact of the coronavirus. It is not only that the changed structure is impacting some desired norms, it is the painful process of transition.

These changes are happening so rapidly that it is a great challenge to stay current with discussions of unfolding events. So, we went ahead with a preliminary posting of Part III of this appendix in early November, and we are now providing an updated version, hopefully within a month. However, there is enough information to indicate that the new normal will involve a structural change. Thus, our intent is to shed light on understanding short-term choices in a long-term context of progress related to structural change.

We are doing this in context of using our societal behavior in dealing with the pandemic to facilitate a better understanding of how errors have been made, and are being made, not only by the government (including administrative units as well as elected parties), also the voting public.

We are about to discuss the rising threat of inflation, including its current bulge, not only from the money supply but also the shortage of available goods. Additionally, we will be discussing related budget deficits. In so doing, we need to consider the context of the institutional arrangements, especially the elements of trust and behavior at all levels of the system.

The line of reasoning starts with choices that individuals make. In the COVID-19 case, choices made obviously affected the individuals becoming a victim of the pandemic because of their choices as individual persons. Their choices also impact their passing on the virus, whether they suffer from it or not. This danger to others expands beyond the individual damage, to become a damage to the societal structure. Add to this, the role of the social media vehicle for misinformation and disinformation. With that in the context of legislators exploiting the public for their own political interests, this is only part of the dysfunctional system.

The system is not designed for healthcare; and the United States is a rare example of a democratic society not having a national healthcare program capable of unified control. The system was designed to protect from tyranny, not from pandemics. There is more, and aside from our discussion in this appendix, the reader is referred to the outstanding article by Zeynep Türeci, *Can We Learn From Failure?* It is on pages 4-5 of the November 21, 2021 *New York Times*, Sunday Review Section.

The Grand Old Party. From a historic perspective, the Republican Party in its first century had a tension between the pursuit of equality of opportunity and property rights. In its recent half century, it has had a series of internal revolutions taking it away from pursuit of the conservative ideals. At issue is whether it will continue through its pursuit of a plutocracy on to autocracy, or whether it will reform as a Grand New Republican Party with conservative ideals in pursuit of equality of opportunity with the morality of respect for tradition.

As noted with regard to the change of legislative profile in the 2018 midterm elections in the House of Representatives, there was a significant move towards the correspondence in profiles of the elected representatives to that of the population at large. The Republican Party leadership appears to have a strategy of restricting immigration so as to preserve what remains of what was the dominance of a Caucasian European electorate, and to impose at the state level voting regulations that would suppress the changing reality of the growing electorate.

Such a strategy would work for a while. It takes the country on the road to become an autocracy, without a peaceful transfer of elected authority of the president. It is a further distortion the representative profiles relative to the electorate. That appears to be the route being pursued by the Trumpian Republican Party.

The box that follows provides some background to the emergence of a variety of widely quoted poems that would be of some guidance to Republicans who would like to preserve their freedom.

The item posted, “First they came...” By Martin Niemoller was posted by R.T. Smith, who is identified on the posting: “First they came...” by Martin Niemoller - Shenandoah (shenandoahliterary.org)

First they came for the Socialists, and I did not
speak out —
Because I was not a Socialist.
Then they came for the Trade Unionists, and I did not
speak out —

Because I was not a Trade Unionist.
Then they came for the Jews, and I did not speak out —
Because I was not a Jew.
Then they came for me — and there was no one left to
speak for me.

R.T. Smith provides the following information about the author.

“The author was a Lutheran pastor and theologian born in Germany in 1892. This quotation and many variations of it appeared in his public addresses in the 1930’s, and in the 50’s people began to line it out as poetry, which further boosted its popularity.”

The structural changes in the Republican Party in the direction of an autocracy proceeded with the use of identity being capitalized on by the leadership for their own purposes, not for the benefit of their populist followers. The key sentence from the Ezra Klein book, *Why We’re Polarized* is as follows: “a theme of this book has been that we, as individuals, aren’t just responsible for changing the political system; we are also being changed by it. [Page 261.] Klein goes on to polarization and manipulation, and “...a few ways we can change our relationship to politics that can be both healthier for us and our country: identity mindfulness and rediscovering a politics of place.”

The [movement of change in the Republican Party for its fifth revolution](#) started when long-time Republicans began leaving the party because of Trumpism. That included the elected representatives and noted conservative authors as well as some rank-and-file. However, the core of the base was strengthened because of the feelings that they had that was serving their felt needs; not necessary their long-term interest.

The convictions of assailants on the Capitol building have started, and there are signals that there will be an erosion of believers in the BIG LIE of a stolen election. It is still too soon to assess the pace of enlightenment of the voters.

There is a trend in the lines being crossed as the amoral behavior is being increased by fealty towards Donald Trump. The great uncertainties include the erosion of his base, the battle for his base without him, and the potential of rival Republican candidates for the 2024 presidential election.

There is also some hope with the beginning of the bipartisan legislation, but it is a process that will take time. The potential is for the development of a Grand New Republican Party. The question is how slow the voters, as learners, actually learn about their long-term interests and living in a free society, and how long it will take to replace the leaders who are either short of morality or knowledge, or both. That structural change will take time if it actually unfolds. If it doesn't, one direction is an autoocracy; the other direction is an isolation of Trumpism and extremists who fall into the classification of domestic terrorists.

It is time to decide, do you want to live in a free society?

Twenty-First Century's Third Decade

This Is The Then

This is the then of what will emerge. It is also time to make choices.

There are different ways to tell the story of what happened for most of the new administration's first year. Thomas Kuhn tells of how a physicist and the chemist looking at the same phenomenon can come up with different analytics and explanations of what happened. This presentation is using an interdisciplinary approach, including nascent disciplines, dealing with the evolutionary process and changing structure of our society.

The perspective taken is the pursuit of the ideals articulated in the Declaration of Independence in the context of the survival of *The Great American Experiment*, a republic built upon pluralism with constitutional protection for individual rights and equity in representation of the electorate in the emergence of public policy.

It is about societal evolution providing an equality of opportunity in a free society. We are in the early stages of what has the potential of becoming a New Age of Enlightenment that blends humanities with the sciences. Stay tuned!

The Timing of Events

This appendix, *Strategic Guidance Towards Improving Outcomes*, that also serves as a standalone item on DEEP is integrating nascent disciplines into traditional analytics dealing with complex adaptive systems. It provides periodic reporting and analytics of unfolding events focused on events in a four-year presidential term generating what could be a potential emergence of a New Age of Enlightenment.

The generic uncertainty in analytics about the future in complex adaptive systems is exemplified by weather forecasts that can be reasonably accurate in relatively short-term time dimensions, especially with multiple models that are synthesized. The longer the time horizon, the less likely the accuracy of the forecasts.

We are using a decade for this appendix because it will include two more presidential elections. They will be critical for the survival of *The Great American Experiment*, a republic built upon pluralism with constitutional protection for individual rights and equity in representation of the electorate in the emergence of public policy.

It is not intended as a comprehensive review. Rather, is an exploration of an educational innovation that just happened to pick an exceptional issue at an early stage. It is nonpartisan and part of an attempt to build an interdisciplinary team that can enhance improving outcomes in a free society, especially by improving education of the electorate and the elected.

For our current discussion we are focusing on four critical topics: The Pandemic and its Evolution; The 2020 Presidential Election; Foreign and Domestic Terrorism; and The Build Back Better Program.

The Pandemic and Its Evolution. The twenty-first century's third decade, starting in 2020 with the pandemic, provided a candidate for having the doubtful honor of being the nation's leading crisis for the decade.

Timing of events in the third decade of the twenty-first century is altering the structural change in many dimensions. As a start, there was a pandemic early that started in the year 2020, for which the nation was ill-prepared. It occurred at a

time in which it appeared that the then president was more concerned about his reelection than the health of the American public. As a result, he misinformed the American public and politicized the federal response.

Fortunately, the then president Donald Trump, facilitated the rapid development of vaccines. Unfortunately, the vestigial remnants of misinformation and the rise of disinformation generated the second pandemic in the states with lesser vaccination rates; the pandemic of the unvaccinated. Then, other unfolding events led to the new administration shift in strategy. That is discussed in this Part Three opening section, *Strategic Shift Announced for the Pandemic*, in its first subsection, *A Strategic Approach Announcement*. It uses the pandemic to provide an analogical example for dealing with other crises impacting our quality of life.

There is further discussion of the pandemic in this third part's second section, *If We Knew Then, What We Know Now*. It starts with knowledge of the system, moves to organizing, and closes with human choices. That is the basic analytical message. The high point, however, is understanding that as conditions change, strategy needs to adapt. That is dealt with the discussion of the president's September 9 announcement of a shift in the strategy.

The 2020 Presidential Election. Since this appendix is about strategy and analytics for improving strategies to improve outcomes, it is useful to consider strategies of others in the networks from which the outcomes emerge. Understanding the strategy underlying behavior of Donald Trump is relevant for dealing with a multiplicity of crises being faced by the nation today and during the rest of the decade.

As it happens, the second section of *Strategic Shift Announced for the Pandemic* is titled *The Essence of Strategy*. It contains an excerpt from an Appendix B in progress that covers two topics; (1) Many Ways to Tell a Story; and (2) Our Concern Here.

From the original draft, here is a marked-up excerpt of the excerpt.

Many Ways to Tell a Story

A story may be told in many different ways. The listener senses incoming information in many ways. It is dealt with by feelings as well as reasoning.

The teller may intend to convey truth. Alternatively, the intent may have little regard for truth [1 - Social Media Exploits]; and seek to exploit the listener for a variety of motives. In any case, the listener would do well to exercise critical thinking in making choices. The quality of outcomes is heavily dependent on the integrity of the process.

Our American Democracy is facing multiple crises. We are going to use at least one of them in analogies as a means to show how stories are told and impacts on the quality of outcomes. When Donald Trump was president, he intentionally misled the American public on COVID-19 matters because his priority was reelection; the result was excessive damage to the health of the American public. When he negotiated with the Taliban for a withdrawal of American troops, he was again prioritizing his reelection and neglected an assurance of protection of our allies, Afghans who helped us in our assistance in the twenty-year war.

Morality is a significant issue in survival of states, especially on matters of corruption. Part of the failure of Afghanistan to survive as a state, after the last two decades of aid, was corruption by the government. Corruption is a cancer as are some other shortfalls in morality. The shortfall in former president Donald Trump's morality was cancerous, not only with regard to the COVID-19 pandemic, but also to the agreements he made with the then Afghanistan government.

As to our concern, the multiplicity of crises has in varying degrees relationships to the former president unwilling to commit to a peaceful transfer of power. More of that will unfold when the Select Committee of the House of Representatives has its report on the invasion of the Capitol building on January 6, 2021. It all has to

do with the BIG LIE, and a variety of events unfolding related to Donald Trump seeking the presidency in 2024.

Foreign and Domestic Terrorism. The start of the second section, *If We Knew Then, What We Know Now*, provides a second example of the paradigm application. The foreign part is dealt with in two stages. The first stage may be summarized in a few sentences excerpted from *The Terrorism Wake-Up Call* (located in *The Paradigm in Action* subsection of *The Paradigm in Action*) *If We Knew Then, What We Know Now*. They are as follows:

The Foreign Terrorism on September 11, 2001 ... was a wake-up call. Within a few days the then President George W. Bush issued an ultimatum to the Taliban regarding access to the perpetrator, a terrorist group called al Qaeda, led by Osama bin Laden...

The American retaliation was quick and decisive in the reduction of threat from the al Qaeda; although it took a decade to track down and kill Osama bin Laden.

The second stage may be summarized by the failure of a strategy to build a democracy where it was unfeasible, but the success was in the tactical solution for withdrawing the troops after a longest war; one that lasted twenty years. That withdrawal took place at the end of August, 2021.

The domestic terrorism is marked by the January 6, 2021 assault on the Capitol building in an attempt to disrupt the joint session of the legislative branch pursuing their constitutional responsibility.

The discussion of terrorism in this appendix is brief. An Appendix B is under development. It already has substantial material about the Afghanistan case, but is awaiting the Select Committee report of the House of Representatives that is pursuing the use subpoenas in its search for truth.

The preceding brief recap of a selection of unfolding events during most of the first year of the new administration's activities takes us to two key components of the Build Back Better program.

The Build Back Better Program. The two key components of the Build Back Better program amount to a dramatic change in public

investment. The first part, the infrastructure bill, was negotiated by a small bipartisan team in the Senate, five members from each side of the aisle. It was passed in the Senate with nineteen Republicans joining fifty Democrats.

Approval in the House of Representatives was delayed because of the Democrat strategy of pairing it with a bill dealing with the human resource component of building back better, as compared to roads, bridges, and other physical assets that the Senators could varying degrees claim for benefits to their states.

After the off-year election results of the November 2, 2021 elections, the Democrats in the House of Representatives worked through an approval in which thirteen Republicans voted with the Democrats, more than offsetting the six of the progressives in the Democratic Party that did not support the bill.

At the time this is being drafted, a human resource bill was passed in the House of Representatives and has gone to the Senate, possibly to be resolved in December. There are two senators on the Democrat side of the aisle whose votes are critical. The issues are composition and size of the bill along with its funding. It is designed to pass using the reconciliation approach that only requires a simple majority. That simple majority is not easy to obtain.

We now turn to the drama of the evolution of the political structure, and pick up with this last item in a discussion of the potential of structural change.

Parts of Potential Structural Change

Representative Pressure on Leadership. One part of the potential structural change leading to the revitalization of the Republican Party as a conservative party, driven by values and platforms (instead of greed for power), willing to work across the aisle, is evidenced at two levels. The first level is the legislative level, at which there is an implied representative pressure on leadership to vote in the interests of their constituency; a pressure which is greater than blocking the political agenda of the Biden administration in the battle for political control.

A somewhat early clue (for the time covered by this section of the appendix) was from the Senate. Our earlier discussion at the

beginning of this third part focused on *Strategic Guidance Towards Improving Outcomes* was a prelude to the discussion. That prelude is in the *Beyond the Pandemic* subsection [preceding *The Essence of Strategy*] where the discussion had moved from the pandemic to “a sign of progress in across-the-aisle legislation dealing with infrastructure.” The clue is a quote from an August 12, 2021 article previously cited (in the section identified). For the reader’s convenience, the boxed item is repeated here as follows:

The key paragraph for our purposes is shortly after the middle of the article. It is as follows:

“Three months ago, Mr. McConnell said his focus was on standing up to the Biden administration, putting a damper on already slim hopes for bipartisan cooperation in Congress on infrastructure. On Tuesday, Mr. McConnell said he has been clear for months that he saw the infrastructure as an area where the parties could do business.”

In an earlier paragraph reporter wrote that deal was “... negotiated by a group of bipartisan senators, passed by the Senate 69-30 on Tuesday.”

In the House of Representatives, it took time for the Democrats to work out some of their internal differences. However, within a few days after the November 2, 2021 off-year election results causing great alarm to the Democrats, the House of Representatives passed the infrastructure bill. Although six Democrats did not vote for it, there were thirteen Republicans in the House of Representatives who crossed the aisle and voted for the infrastructure bill. That serves as evidence of the erosion of at least some obstructionism that is still a threat to democracy. It also generated some slanderous comments from some other Republican members of the House, including calling the thirteen Republicans who voted for the legislation “traitors.”

The thirteen representatives did what they saw that was best for their constituency and the country, even though extremists in their

party have leveled death threats. The bipartisan vote in the Senate with the nineteen Republican Senators voting for the infrastructure bill in August did not generate the same type of response. The Senate Minority Leader, Mitch McConnell, voted for the bill. The minority leader in the House of Representatives, Representative Kevin McCarthy, has taken a more extreme view in opposing any success of the Biden administration.

This only provides a ray of hope. It is not yet a pivotal point. That pivotal point is contingent upon Trumpism gaining the political power to take us further on the road to autocracy, or eroding to become a historic era that led to domestic terrorism and a response that hopefully provides our survival as a free society.

These minority leaders have different relationships with Donald Trump. Although Senator Mitch McConnell did not vote to impeach then President Trump, what he did do immediately after the Senate vote was to level criticism that drew a harsh response from the then President Trump. He later said that he would vote for Trump if he were the Republican candidate in 2024.

Mr. McConnell was just reelected to the Senate for a six-year term and appears confident that if the Republicans have the majority in the Senate, he would be the leader.

The minority leader of the House of Representatives, Representative Kevin McCarthy, also leveled criticism of the then President Trump shortly after the Senate trial. However, it did not take long until he went to Mar-a-Lago to kiss the ring in reversing his attitude. It appears that his ambition to become Speaker of the House is exceptionally highly ranked in his mind. The great irony of the century would be if the Republicans won the majority in the House of Representatives as a result of the midterm elections, and they selected Donald Trump to become Speaker of the House.

That first level of legislative action is going to be dependent upon piece-by-piece legislation that not only depends upon merits as seen from the political vantage point relative to the electorate, but from the fear of the political power of Donald Trump.

The second level of legislative action is going to depend upon the electorate. We will return to that in our discussion of a co-evolution approach after some background on the location of economic activity.

Lines Not Crossed. The future of the Republican Party has been heavily impacted by what has been happening in recent times. It is being further impacted by the *now* that will become the *then* for the next generation, and the generations to come. We will in the next section, *A Co-Evolution Approach*, be discussing how process influences structure. At this point in the narrative, we are looking at current events, and trying to understand the status of significant components in the evolutionary process.

We are concerned with the lines drawn in individual behavior of the elected leadership, in the context of what will become a co-evolution of the electorate and leadership.

Some of the thirteen Republican Representatives in the House of Representatives that crossed the aisle received death threats, presumably from rank-and-file Republicans. Those domestic terrorists are encouraged by the behavior of some of the other elected Republican representatives in the House of Representatives, and the cartoon posted by the censured Congressman Paul Gosar.

On November 17, 2021, the House of Representatives censured Congressman Paul Gosar for his posting a video on his social media account with a cartoon depicting violence against fellow Representative Alexandria Ocasio-Cortez. The pursuit of power by Republican leadership in the House of Representatives, and some of its followers, is focused upon denying any success for the Biden platform. The lines for what individual leaders will not do to cross vary by the leaders.

The future of the Republican Party is going to depend upon where the lines are drawn for behavior in a democratic society. If the lines are not drawn, Donald Trump will move our democracy to an autoocracy. So far, we have not seen where

he will draw the line, even though he has been impeached twice, although not convicted; but emboldened with his baseless claim of a stolen election.

For Mike Pence, serving as vice president, the line was drawn at the violation of the Constitution. It was a line he would not cross. The pressure was immense, emanating from a plan designed to pursue power any cost. The process included an insurrection in which there were shouts of “Hang Mike Pence.”

For the Republican leader in the Senate, Mitch McConnell staying silent in his criticism of the then President Donald Trump on the impeachment trial related to the January 6 attack on the Capitol was a line he would not cross, even though he did not vote for conviction for the then president. Immediately following the vote, Senator McConnell sharply criticized the then President Donald Trump. Even though that drew sharp criticism from Donald Trump, he has felt secure in his position. He is so secure that he was one of the nineteen Republicans in the Senate that voted for the infrastructure bill.

This concluding section, *Saving the Great Experiment*, of Part III of Appendix A (*Strategic Guidance Towards Improving Outcomes*) is dealing with *The Attack on Pluralism* and *A Coevolution Approach* that is providing some education that would facilitate a resuscitation of what historically became a *Grand Old Party* that through a series of Republican Revolutions no longer exists in its fundamental forms, although there are some adherents to the philosophy that could provide a core for a Grand New Republican Party.

The second level of the legislative part of the potential structural change leading to the revitalization of the Republican Party as a conservative party, driven by values and platforms, is in the exercise of discipline on elected representatives by voting out of office those whose behavior fails to respond to the “...implied representative pressure on leadership to vote...” in their interests. This discussion will be further developed as events unfold and part four of this appendix is drafted.

Location of Economic Activity

Physical Location Counts. In using the pandemic as a foundational example for understanding the use of strategy to improve outcomes, we are starting with two dimensions of activity, and their environmental impact.

First is the contagion of a mobile entity. It could be a human being or it could be a virus. In either case we are dealing with network science in which the entity is considered a node, and its contacts are other nodes. The contagion refers to the linkages, the connections that deal with the communications between the nodes.

As discussed earlier, the coronavirus does not create its own protein. It needs a connection to an entity from which it can satisfy its needs for protein. Analogically, human beings have needs for other human beings in multiple dimensions. Human beings that serve as a carrier for the coronavirus are mobile and move within networks with changing contacts and strengths of linkages. That mobility impacts the contagion.

The strategy for dealing with contagion before vaccines were available was built upon separation to reduce contacts; and testing and tracing to reduce the transmission of infection by the emergence of viral attachments to the contacts. In the context of business administration, the analogous field of study is known as *transportation*.

Now consider that human beings have evolved from hunting and foraging to developing communities, and they invest in physical structures that are fixed in location. That fixity of location facilitates making investment into structures that produce services over a long period of time. In the context of business administration that deals with the subject, the analogous field of study is known as *real estate*. It calls for investing now for future benefits and may be paid for by incurring debt, a deficit finance that may be paid off over time or rolled over.

At those locations, relationships are developed in a wide range of activities, but especially in economic activities that deal with the production and distribution of goods. Depending upon scale, it could be the economy, the business enterprise, or the human resources. Those human resources operate in many dimensions. They require

long-term investments, but they are mobile to some degree, depending upon their connections in a wide variety of networks.

The evolution of the coronavirus with the shift to the Delta variant that is highly contagious, and more dangerous to the health of humans than the earlier variants, is impacting the location of economic activity. The extent of that impact will be dependent upon a great many variables, not the least of which will be what happens globally with the pandemic, especially the emergence of other variants. That is in addition to what we do domestically in dealing with what will evolve as an endemic.

Some of what we will discuss doing domestically involves a diversity of disciplines and specialties, including aspects of real estate starting with the density of development. In the case at hand, the evolution of the coronavirus will impact the density of development, both from the intensity of use at a particular site and the lengths of linkages among sites.

The extent of remote activity, especially for the business enterprise, not only impacts the location and density of development, it impacts the demand for infrastructure. Additionally, it calls for a sociological structure for dealing with the environment. That sociological structure is heavily dependent upon human behavior. Commercial as well as residential uses of land are heavily dependent upon both infrastructure and societal structure.

The societal structure goes beyond the political economy to heavily dependent upon human resources. That deals with individual education and the emergence of social capital, both of which heavily involve trust and veracity.

It is too soon to tell what that nature the sociological structure will soon to be like. The dysfunctionality of our current system has led us to conditions that are exceptionally hard to deal with because **we did not have the foresight to understand what was likely to evolve**. Add to that, **current events** and **feelings** have a disproportionate effect on what evolves in the long run.

We have been talking about that issue in the context of if we knew *then* what we know *now* current conditions would be different. We will illustrate the concept with our discussion of inflation that has negative short-term effects, but was generated as part of the

evolution of an organic system with excessive disruptions in its search to achieve homeostasis, a systemic balance. It is especially difficult to obtain a balance when the system has been messed up as was the case with the coronavirus in the United States and the war in Afghanistan.

The Relevance of Context. In the context of physical location counts, we will consider three major components of what we are looking at doing now in the context of the administration's Build Back Better program. The first has to do with the infrastructure. The second has to do with human resources. The third has to do with building social capital.

For the present context we are looking at three organs in the system. The first is what we used to call the *urban plant*, the physical externalities that support the economic activities within the structures. That was especially relevant in World War II era suburbanization. Today we are faced with extensive replacement requirements and upgrades as well as technological additions such as broadband access. Today we use the term infrastructure.

That infrastructure requires human activity and capability essential to facilitate the economic and other activity for a societal productivity. As it happens, these two dimensions are part of the administration's Build Back Better program. The first part received bipartisan support, as previously discussed.

As of the time this is being drafted, the House of Representatives has passed a bill that deals with the second part. This section is likely to go to press before the Senate deals with the legislation. It is being presented as reconciliation legislation that is not subject to the filibuster restrictions denying a vote. In the Senate, there are two members of the Democratic Party, who for whatever their reasons are, will cut the bill down in coverage and budget. But something will likely be passed.

Interestingly enough, it is not likely that Republican senators will cross the aisle on this legislation. There is a mobility to those human resources that make long-term investments less agreeable because the location of the benefits is not necessarily fixed for them. The human resources, as noted, have a mobility not ethically constrained by physical construction. Politically, while

there may be some uncertainty of discipline from voters at the ballot box, there is not much uncertainty to consequences from fellow Republican legislators, especially Trumpians with efforts to undermine Biden's agenda.

In the longer run, a Republican-controlled House of Representatives and/or Senate resulting from the midterm elections in 2022 will be obstructionists to legislative progress of their political rival's agenda. Unfortunately, the Republicans are treating the rivals as the enemy with whom they will rarely compromise. Furthermore, their gerrymandering and recognizing whatever they can to gain legislative control will undermine the resilience of the political economy. Although uncertainty will prevail in the return to normalization, in a new normal with the viral endemic, obstructionism in the search of political power will cripple the administration in avoiding another Great Recession.

Although an addendum to this Part III of Appendix A may be added to in time for its initial release, it is fair to say that the analytics will take us to the third item, *Building Social Capital*.

That third item is a lot more complex because it keeps evolving. It is the building of social capital that is related to the functioning of society as well as the role of government. It was discussed in the subsection *The Relevance of Emergence* immediately preceding *If We Knew Then, What We Know Now*. The quoted definition is "a set of informal values or norms shared among members of a group that permits cooperation among them."

We can identify *The Gingrich Led Republican Revolution* as discussed in [The Fourth Republican Revolution](#) as having served to erode the norms of behavior. It was an inflection point. The box that follows has an excerpt from page 15, the Trump administration and the January 6, 2021 attack on the Capitol building disrupting the peaceful transfer of power will be additional markers.

Power Pursuit Dimensions. Power pursuit dimensions during the Second Republican Revolution will be discussed

with reference to a few books. The recently published book, *Burning Down the House: Newt Gingrich, the Fall of a Speaker, and the Rise of the New Republican Party* (2020), authored by Julian E. Zelizer has an advertisement as follows: “The story of how Newt Gingrich and his allies tainted American politics, launching an enduring era of brutal partisan warfare.”

Through the erosion of social capital by Trumpian disregard for norms, his refusal to concede for a peaceful transfer of power, and a heightened obstructionism, we are looking at the Republicans weaponization of the inflation as an additional erosion of social capital.

Within that broad context of environmental impact, we are looking at inflation and deficit financing as economic elements that are heavily impacted by the rapidly-evolving environment.

Understanding Inflation

The basic concept of inflation is too much money facing too few goods. Normally, we use markets to make the allocation based upon price. However, in wartime we use rationing because the normally-functioning markets are not capable of adjusting the supply because the resources have been redirected. Systemic disruptions, from whatever cause, provide challenges based upon system capability.

The evolution of our system capability has been heavily impacted by business enterprise. Prices paid by consumers have been significantly lowered because of *just-in-time* deliveries to retailers and the dependence upon products shipped from foreign sources. Strategies of those suppliers is not likely to change to a *just in case* approach. The information revolution technology has been used to favor the retailers in the pursuit of profit rather than the other stakeholders, especially consumers.

Smaller scale retailers may have different inputs for the mathematical calculations. They don't use just-in-time mathematics because their prices allow for larger inventory relative to sales. They may not be subjected the same volatility of sales to inventory.

Furthermore, the pricing may not be as exploitive because relationships differ. For some suppliers the net profits have increased with the inflation because they have simply exploited the pricing to increase markups over that series for covering the costs

The manufacturers face a different situation. The disruption of the supply of electronic chips used as automobile parts results in an inventory of automobiles not quite ready for distribution because of the missing parts. You can expect an adjustment in strategy by the manufacturer. It could be a switch from *just-in-time* to *just-in-case*. Or, it could be changed in the source of some supplies from foreign to domestic. Or, some automobile manufacturers may start manufacturing computer chips for their vehicles.

The rising price level of homes in California's coastal districts has already prompted moves to the inland areas where housing prices are essentially less. That is simply an example of changes in composition of spending as market prices change. Sometimes, the inflation is quite transitory once the supply problem has been adjusted because of transportation bottlenecks. Some inflation is transitory on its own, and some inflation is simply a change in relative prices especially related to location.

Government Responsibility. As discussed earlier, the text of the Employment Act of 1946 included the statement:

...that it was the “continuing policy and responsibility” of the federal government to “coordinate and utilize all its plans, functions, and resources... to foster and promote free competitive enterprise and the general welfare; conditions under which there will be afforded useful employment for those able, willing, and seeking to work; and to promote maximum employment, production, and purchasing power... .

In short, the Employment Act calls for balancing of employment and inflation while pursuing the promotion of “...free competitive enterprise and the general welfare;...”

Understanding the current inflation calls for grasping the concept that the definition of too much money chasing too few

goods is not simply the quantity theory of money, and the role of monetary policy. It calls for grasping the concept that economic progress in the form of recovery and growth, and its restructuring in times of stress, deals with the lack of availability of goods and services in the marketplace at the locations for transactions. That structural supply issue can also be a cause of inflation. And it can be exacerbated by business enterprise exploiting rising costs as an opportunity for increasing profits.

It calls for connecting the dots beyond the quantity theory of money, not only in terms of supply, but also velocity. So, money accumulated during federal support to deal with lost incomes resulting from the pandemic may or may not have been spent in the same time pattern of lost income, it may be spent at a higher rate at a later time. Additionally, the structure of spending may be different over time because of the availability of goods and services, a supply issue.

Although it can be an either/or proposition for understanding the emergence of an inflation, what we are experiencing now is a multiplicity of processes. On the money supply issue, in addition to the federal government fiscal policies, even justified, we have a monetary process of the Federal Reserve pumping money into the economy by purchasing financial assets for its portfolio, even justified. Reliance on markets is a reliance on emergence from a multiplicity of choices. There are limits to the extent of control, not only on philosophical issues, but on the practical issues of the mechanics of the system.

At the same time, we have been experiencing a reduction of delivery of goods to a marketplace, in part because of a shortage of labor, but also in part because of structural systemic inadequacies for rapid shifts in availability of components, such as computer chips for automobile production. The long wait for unloading cargo ships is a serious problem, as is the availability of getting the cargo transported to locations for retail distribution. The empty shelves in a retail establishment signals the structural problem on the supply side.

Building on the opening discussion of the environmental impact, including locational aspects of economic activity focused on inflation and deficits, we also need to deal with the location of inflation.

Localization of Inflation

Pundits and others are fond of making comparisons of prices that indicate new heights of some measures of inflation and/or components. A six percent rise in a national index in one month over the same month the previous year is eye-catching, but it depends upon the base and the conditions of the previous year. We have discussed that in the context of the availability of money and the supply of goods and services. Now, let us consider components of inflation by looking at their price levels at points in time in the changing environment.

Our analytical interest is in understanding what has historically happened in order to get some feeling for patterns likely to emerge based upon choices we are making, or not making.

As a start for discussion, we experienced an inflation problem at the end of World War II. It was in the structure of production that shifted from serving wartime needs to serving consumer needs. The federal government, fearful of a depression, and an inflation passed legislation to promote high levels of income, output, and employment in the Employment Act of 1946. That was preceded by the Servicemen's Readjustment Act of 1944 designed to provide benefits for returning veterans to transition to a new economic structure. The combination made a significant impact over time because the nature of production changed from war material to consumer goods for what amounted to the last few decades of the Industrial Revolution.

The impact was upon the location of economic activity, as well as the structure of production. The location of economic activity was a substantial expansion in suburbanization. That not only included residential, commercial, and industrial location; it called for a substantial infrastructure development. The interstate highway program significantly altered the location of economic development.

The location patterns changed with the shift from the last segment of the Industrial Revolution to the Information Revolution. That shift started taking place around the last quarter of the twentieth century. It led to higher concentrations of economic activity, especially on the coasts.

What we are experiencing now is being generated by environmental changes. The pandemic is likely to become an endemic that will lessen the density of development. The experience with working from home

will for many individuals become a living style change calling for more space in the home and less travel.

We can expect that suburban areas and small towns will experience growth because of the aversion to high density development. Additionally, industrial location for domestic production is likely to take place in lower density in the locations.

Global warming is impairing development in some locations and the rising price of real estate is fostering inland development. Fuel costs are impacting residential location as well as the price differentials between coastland and inland locations.

Social Science Advancement. Understanding inflation goes hand-in-hand with understanding budget issues. However, both are part of the understanding of social sciences that has significantly lagged as compared to understanding of the physical sciences.

Over the last few centuries science has made dramatic progress in understanding the physical sciences. That progress may be expressed on a chart that represents the speed by which man can travel. Visualize such a chart representing the change in speed over time first by running and then by horseback riding. Next go to the mechanical means using vehicles powered by engines covering distances on the Earth's surface. Next go to flight and getting to the moon.

Rocket science is best done by teams blending disciplines to produce an interdisciplinary understanding of process. If you think that is difficult, consider understanding organic systems such as human beings, and the minds representing the brains at work. That process goes beyond the linear analytics observing cause and effect to grasping processes in which the system is evolving. The relationships change as a human body evolves from infancy through childhood and onto being an adult. If it is fortunate, it will survive long enough to go through a decaying process until its life is over.

Now extend that biological analogy to the evolution of society. Now try to understand the miserable job that human beings have done in dealing with the planet Earth. Furthermore, try to understand failed governments abounding in the globe. And look at what is happening to *The Great Experiment of American Democracy* that made progress for two centuries but is now losing its global leadership role

in building democracy and suffering from a threat of its own survival as a free society.

You may say it's not rocket science to deal with the social sciences; but consider the case that it is more difficult than rocket science. It is more difficult because the evolution of the social sciences, especially in politics, economics, and sociology, deals with changing relationships. If we use the same principles applied to the human body for analyses of the operation of society, including its political economy, it becomes even more difficult. It's not rocket science, it's much more difficult because the relationships are changing.

That is what has happened to our political economy where some of us thought that we were at the top of the food chain, only to find out that the pandemic has infected us with a contagious virus that feeds off us to obtain the protein for its survival. When the pandemic started, there was an inflation in the price of equipment to support breathing of infected people. Beyond respirators, there was an inflation in the price of masks.

The Republican leadership has the audacity to weaponize the inflation that it fostered through fostering the second pandemic that generated structural adjustments, including inflation. That was in the wake of the Trump administration that not only lessens the nation capability for dealing with epidemics and pandemics, but also lied to the public about the reality of the pandemic that required excessive government funding to deal with what could have been a lesser health crisis.

A Co-Evolution Approach

The Realm of the Pandemic

In the realm of the pandemic, there is still great uncertainty. Some state governors are opposing federal authority in implementing the revised strategy of the administration in dealing with the evolution of the pandemic. The state governors who are resisting the federal administrative authority are endangering the health of the population. Yet, some of the governors are getting vaccinated.

The ambitious program, requiring some employers (generally with 100 or more employees) to mandate vaccinations, or other precautions, has made progress. The Occupational Safety and Health

Administration (OSHA) has set rules calling for vaccines or weekly testing by January 4, 2022. Some companies had made progress on their own and with the cooperation of unions. We are looking at a co-evolution process, not only of individuals and governments; we are looking at the role of business enterprise.

During most of this first year of the Biden administration, there has been some restoration of business enterprise pursuing interests of a diversity of stakeholders, beyond just focusing on profits. The health of employees and clientele are a case in point. Additionally, the labor market has tightened, resulting in higher wages and additional benefits.

The Realm of Individual Responsibility

Additionally, the pandemic has yielded some progress in the realm of individual responsibility. Some survivors infected by COVID-19, while still in the hospital, came to the realization that they should have gotten vaccinated, and not listened to disinformation, or even misinformation, distributed for political purposes or out of just plain ignorance. It is reasonable to expect that relatives of those who have been infected, especially fatally, have reassessed their information sources and become more responsible with regard to their sources of information.

It is somewhat less dramatic for some people to learn that “my body, my choice” is not among the first ten amendments to the Constitution. Individual rights are significantly regulated for the common good. Getting an education from social media is very expensive in terms of understanding consequences, even when they don’t pay the vendor for the information.

Getting an Education

At this point it looks as though federal financial support will be provided for progress on preschool education. That will be significant progress for voter education. The sad fact is that our voting public is undereducated. More on this is discussed on the website, particularly in the form of classroom education derived from an earlier era.

Also discussed on the website is the nation’s founder’s concern for credulous voters needing enlightened representatives in the United

States Senate. More of this could be discussed in updates; but the topics are put together to set the tone about progress in the first year of the new administration.

The update may well discuss the case for free community college, even though it was cut on a budgetary basis. That free community college provision relates to not only vocational education, but also provides for the broader foundation of a liberal education. The liberal does not refer to political perspective, but for the broader understanding for living in a free society. Education at all levels is a critical evolutionary issue.

The co-evolution process also refers to the political leadership, at all levels of government. That is discussed in an ensuing section within this concluding segment (*Saving the Great Experiment*) of the *Most of the Administration's First Year*, portion of the *Strategic Guidance Towards Improving Outcomes*, the third part of Appendix A

The Rising Role of Nascent Disciplines

The analytics we have become accustomed to are rooted in linear reasoning of cause and effect. As discussion in slightly more detail elsewhere on this website, inductive reasoning built upon experience in a closed system may be sufficient. However, when the system is evolving, resulting in changing relationships, it may not be sufficient.

Late in the twentieth century, substantial advances were made in the organization of knowledge and in the development of paradigms that gave rise to nascent disciplines, especially complexity science and network science. In short, individual transactions in markets may provide a linear result for the transaction. Those exchanges at the microlevel provide interactions in a network that generates a macro level that contains properties not necessarily present in the microlevel. Those emergent properties arise from the interaction.

This is relevant for individual decisions that produce byproducts, where there is uncertainty as to what the byproduct will be. In the case of bridge, the probability of a finesse working may be known, within a range of unplayed cards. However, there is uncertainty as to the consequences of the failure of the finesse depending upon which opponent has the critical card and can make a devastatingly lead.

The success or failure will be known when the next four cards are played. That is the science that underlies the proposition that the right way to play the suit may be the wrong way to play the hand.

It is part of what we will consider when we look at restructuring strategy for dealing with an evolving system. We used the case of the pandemic early in this treatise to indicate that the shift in several environmental conditions called for a shift in strategy. In that case there were differences in consequences because of the extent of contagion. The increase in contagion was a force that called for a shift in strategy. There were other forces. Sometimes it takes a combination of events to generate enough force to shift the strategy.

We also have been developing the discussion of the issue of timing of knowledge: the *if we knew then what we know now*. That analytic approach is now going to be applied to dealing with the corruption of our democratic process. The extent of the nature of corruption will affect survival. Knowledge of the events, not only as individual events, but also in interaction with other events, can enhance the selection of choices that will produce desired outcomes, and/or avoid undesirable outcomes.

This now is particularly relevant because for years we have been evolving with a series of events that are a threat to our survival as a free society.

**PART THREE - MOVING INTO
THE ADMINISTRATION'S SECOND YEAR**

CHAPTER SIX
A BIT BEYOND THE FIRST YEAR
(TO BE WRITTEN SOON AFTER IT HAPPENS.)

CHAPTER SEVEN
AFTER THE INTERIM REPORT
(TO BE WRITTEN SOON AFTER IT HAPPENS)

CHAPTER EIGHT
AFTER THE MID-TERM ELECTIONS
(TO BE WRITTEN SOON AFTER IT HAPPENS)

Addendum

1. Excerpt from Appendix 1E - The Integrity of American Democracy Undermined. It is from what we are calling BOOK ONE (*Common Sense Revisited: America's Third Revolution*).

Appendix 1E - The Integrity of American Democracy Undermined
[Excerpted from the opening section starting on page 269.]

THE INTEGRITY OF AMERICAN DEMOCRACY UNDERMINED

The Erosion of Norms in the Elected Political Leadership

The integrity of American Democracy has been undermined by the pursuit of political power that is at the expense of democratic norms; norms that are not the subject of constitutional constraints.

The first 21st century inflection point, according to my analysis (based in part upon a *New York Times* book review of the James A. Marone of the Allan J. Lichtman book, *The Embattled Vote in America: From the Founding to the Present*) was at the time of the Bush-Gore debacle of 2000 when...

Republican election officials in Florida quietly dumped 180,000 ballots, casting aside one in ten African-American votes, often for minor irregularities. Republicans on the Supreme Court invoked two centuries of jurisprudence when they stopped a recount: "The individual citizen has no federal constitutional right to vote for electors for the president of United States." [*NY Times* September 16, 2018.]

The [direct link to the appendix is planned via the Map of the Declaration Era Website](#). [COMMON SENSE REVISITED is on the map under "View Books." The last item in the column will be highlighted when that is complete. In the meantime, the appendix is available for review and comment. Access requires a password, available to cited authors and selected others for the purposes of review and comment.

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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