

E Pluribus Unum Logo



Equity Management

Plato in the Atom Logo



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## EM-P: Creating A More Equitable “New Normal” in the Wake of COVID-19

White Paper no. 006

### ABSTRACT

The coronavirus and the disease it causes, COVID-19, has resulted in a pandemic that is ravaging countries around the world. The mounting infection and death rates have necessitated shelter-in-place orders, which have crippled economies worldwide. Theoretically, COVID-19 is an equal opportunity assailant. In the real world, the propensity to contract COVID-19 and die from it is positively correlated with inequality. No one is genuinely responsible for COVID-19. It is a natural occurrence. Eventually, we will put it behind us. However, we purposely created inequality to advantage some and disadvantage others (minorities and the poor). The causes of these disparities has been found to be related to the 400 year history of disparate treatment of minorities in America rooted in racism, sexism, and xenophobia, which has resulted in underlying social, economic, and economic conditions that the Corona Virus takes advantage of. When COVID-19 is under control or gone, inequality could still be with us for the next pandemic to exploit unless we choose to dismantle the machinery of inequality. EM-P is purpose-designed to dismantle that machinery and create just, fair and inclusive societies (a “new normal”).

[Dr. Charles Washington](#)

## Introduction

Chapter One of the book, *Ensuring Justice, Fairness, and Inclusion in America: Managing Equity in the 21<sup>st</sup> Century*, explores the major causes of inequality in America and worldwide. COVID-19 did not cause inequality, but the two maladies seem to be mutually reinforcing. COVID-19 must now be added to the array of existential problems facing the human race (along with climate change, the crisis of liberal democracy, and the crisis of capitalism). The causes of these inequalities are rooted in the 400 plus year history of disparate treatment of minorities in America rooted in racism, sexism, and xenophobia, etc. which has circumscribed their livelihood and life chances. This unfortunate history has resulted in inequality of various types: income, wealth, racial, gender, educational, and representational.

The coronavirus and the disease it causes, COVID-19, has resulted in a pandemic that is ravaging countries around the world, with mounting infection rates, and death rates causing countries to order “shelter-in-place” policies for their populations, which have crippled economies around the world. And if these problems were not bad enough, while the coronavirus is an “equal opportunity assailant” regarding infection and death, its ramifications hit some populations harder than others. The elderly, the disabled, the incarcerated, congregate workers (e.g., meat and poultry workers), those living in congregate circumstances, get infected and die at a higher rate than others. People with comorbidity issues like pulmonary problems, asthma, diabetes, heart disease, obesity, hypertension, chronic kidney disease, chronic liver disease, or are immunocompromised are more likely to get infected with COVID-19 and die from it. Minority communities suffer from these conditions to a disproportionate degree than their fellow citizens, which accounts for the fact that people of color are at higher risk for developing more severe cases of COVID-19, including hospitalizations, the need for ventilation, and death.

COVID-19 takes advantage of the health and socio-economic circumstances of its victims. COVID-19 is proving to be devastating to the unequal, those at-risk, and the underserved. There is an insidious nexus between COVID-19 and inequality. At some point, we will put the COVID-19 crisis behind us or learn to live with it. We chose to create the circumstances that create inequality, and inequality could still be with us unless we decide to address it forthrightly. Inequality and its ramifications have been with us for centuries. Many have been in denial about the existence of inequality. Many of those willing to acknowledge the existence of inequality are unwilling to fix it. Many fall back on blaming the victims of inequality for their plight or asserting that it is the natural order of things. COVID-19 has revealed the underlying in ways that all can see. Denial is no longer an option, nor is blaming the victim. Going back to the pre-COVID-19 status quo will be impossible. We must forge a more equitable post-COVID-19 new normal.

In the wake of COVID-19, the attractiveness of populism will grow. Even now, countries are struggling to deal with populism. Coming out of the health and economic crises being caused by the coronavirus and the COVID-19 disease, there will be no going back pre-coronavirus status quo for America nor the rest of the world. The people are not likely to continue to accept their plight and suffer in silence. Populist pressures for systemic change are expected to grow. Increasingly, people have come to believe that “the system is rigged” in favor of the rich and against the people. Authoritarians have used these populist sentiments to undermine liberal democracy, but COVID-

19 is revealing the failings in authoritarian systems as well. There is a populist tsunami coming. It will be ubiquitous, and it will be beyond the ability of any nation-state to constrain.

No nation-state will be immune to the resultant populist pressure. Nation-states all along the political and ideological continuum from monarchies to dictatorships will feel the brunt of the rise in populist demands for system-wide changes. A post-COVID-19 new international order is coming; change is inexorable. No amount of repression will be able to suppress it. Monarchies, liberal democracies, dictatorships alike will have to succumb to the need to modify their systems to make them more responsive to the needs and demands of the people. There is no way to forestall the coming “super-populist age.” If the establishment moves to squash the populist uprising, they will only hasten the day when the people say, “enough is enough.” The more the establishment tries to suppress the populist tsunami, the more the situation will slip through their fingers. The nature of the “new normal” is up for grabs. Whether it will be defined by “positive populism” or “negative populism” is yet to be determined, but it will be populist in any event (see white paper 005).

The pre-COVID-19 world is not coming back. We will have to create a “new normal.” We cannot remain in a reactionary posture and have that “new normal” foisted upon us by time and circumstance. So, how do we solve these underlying crises of inequality that the coronavirus exploits so aggressively? We must break the nexus between coronavirus and inequality. Those working to respond appropriately to the COVID-19 crisis are faced with a two-part problem: (1) developing vaccine(s) and therapeutics for COVID-19 and (2) solving the problem(s) of inequality in America and worldwide.

## **Developing A Vaccine and Therapeutics for COVID-19 is the Easy Part**

Developing vaccine(s) and therapeutics for COVID-19 is beyond the expertise of this author and the scope of this white paper. Solving these medical problems is best left to the medical community. The focus of this white paper is showing how it is possible to break the nexus between COVID-19 and inequality. As fate would have it, breaking the link between COVID-19 and inequality is the hard part. The coronavirus pandemic is likely not to be the last one we will see; other epidemics and pandemics are coming. The underlying conditions that make COVID-19 so virulent for specific populations will likely cause future epidemics and pandemics equally virulent for those same populations. Thus, the only way to break the nexus between COVID-19 and inequality is to mitigate the forces that create inequality in the first place. Mitigating inequality begins with the process of fixing broken social, political, and economic systems, creating just, fair, and inclusive societies, saving liberal democracy in America and worldwide, and creating a more equitable post-COVID-19 “new normal.” We must begin to shape that new normal in ways that resolve all of the underlying issues laid bare and exacerbated by COVID-19. If we can muster the courage and the political will to do these things, then we can create a better America and a better world.

An article in HuffPost entitled [“Coronavirus Will ‘Absolutely’ Make Inequality Worse. But We Can Change That.”](#) Kyla Mandel found that the pandemic will exacerbate inequality if we do not make the right decisions now. It also opens new possibilities in finally dealing with the systemic failings in the American system. The pandemic can be a catalyst for addressing issues that have

plagued America for centuries, but for which we would not be having this conversation about poverty and inequality before. People are finally waking up to the fact that we have real problems in this country. We have long lived in denial about the degree of dysfunction, inequality, poverty, systemic racism and sexism, xenophobia, etc. that exist in America. Solving these problems will require an “all-hands-on-deck” approach. Failure to address these issues could result in rioting and looting, and other forms of social disorder as more and more formerly economically secure people are forced into poverty, and poverty deepens for the already poor. The problems need to be addressed immediately, within the next few months since the pandemic is not going anywhere, and its effects are compounding daily. We run the risk of societal systems breaking under strain.

So, how do we deal with these twin calamities? Mandel states the following:

...there needs to be universal basic income and there needs to be some other cultural objective other than growth. Because if we don't have universal basic income, we're not going to have a society because there's going to be starving, angry hordes of people. We have to support them. There's no other option.

An article in the New York Times Opinion Section, the authors David Leonhardt and Yarna Serkes, echo the Mandel HuffPost article. Leonhardt and Yarna find that America will struggle after coronavirus. According to the article, COVID-19 exacerbates preexisting “gender inequality. The article makes the case that while inequality didn't cause the coronavirus crisis, it is making the crisis much worse by creating an economy in which many Americans are struggling to get by, and are therefore vulnerable to any” social or economic disruption. An article in Bloomberg Business Week finds that while the illness hits men harder, women are on the front lines at work and home.” Women continue to “bear the brunt of coronavirus disruption.”

Liz Theoharis recently published an article in Salon entitled “Inequality and the coronavirus: How to destroy American society from the top down.” Theoharis makes the case that class inequality is playing a role in the Coronavirus pandemic. She asserts that America has oriented its economic policy toward enhancing and ensuring the welfare of the rich at the expense of the middle class and the poor. America's oligarchic orientation has rendered the middle class and the poor disposable. Theoharis asserts that the system defines the middle-class and the poor's usefulness to the degree to which they serve a system that prioritizes the wellbeing and livelihood of the rich. The author makes the case that the coronavirus is demonstrating that we need to reorient our economy to place more emphasis on the poor.

Hasn't the time finally come to reject the false narrative of scarcity? Isn't it time to demand a transformative moral agenda that reaches from the bottom up?

If the wealthy were to pay a relatively modest amount more in taxes and we shrank our war economy to support the common good, then universal health care, living wages, and a guaranteed income, decent and affordable housing, strong programs for the poor, and even more might finally be within reach. This crisis is offering us a striking demonstration of how an economy oriented around the whims of the rich brings death and destruction in its wake.

A society organized around the needs of the poor, on the other hand, would improve life for all of us — and especially in this Covid-19 moment, exactly this might be possible.

Theoharis' call for a reorientation of America's economic emphasis away from the rich and more toward the poor is echoed in another Atlantic article by Derek Thompson, entitled "[The Coronavirus Will Be a Catastrophe for the Poor.](#)" In his article, Thompson makes the case that the coronavirus pandemic will be devastating for low-income workers, just as they were starting to reverse a generation of widening inequality. Further, as shown in the quote below, the author makes the case that pandemic could force America to make massive systemic changes to accommodate the increasing needs of the poor in the wake of the coronavirus pandemic. Thompson states:

What seems more certain is that the effects of the pandemic will remain with the U.S. for generations. It may supercharge inequality in the short term. Eventually, however, the pandemic may give birth to a new kind of socialized thinking in America that demands universal insurance and sick leave for all, not just the white-collar remote-work class. For example, Muro believes that national paid leave, if it becomes law, will likely be expanded, because offering paid leave to coronavirus patients in 2020 only to yank it away from cancer patients in 2021 would be too incongruous.

The Coronavirus pandemic has revealed many of the fault lines and shortcomings in American society and liberal democracies worldwide. In many ways, COVID-19 is doing the authoritarian's work for them. Just as COVID-19 is an equal opportunity assailant on the health front, it is an equal opportunity assailant on the governance front. COVID-19 is showing many countries, regardless of where they stand on the ideological spectrum, to be "failed states."

## **The Desperate Need for A New World Order**

The coronavirus has exposed America as a declining empire. In a Salon article entitled "[Trump and the coronavirus have exposed America as a declining empire: Time to face the facts,](#)" the author, Andrew O'Hehir, makes the case that the Coronavirus pandemic has shown that America is a "failed state." O'Hehir makes his case in the following manner:

What the coronavirus has shown us, if we're willing to see it, is America as an imperial power in steep decline, revealed before the world as a weak, divided and ineffectual nation — albeit one with the greatest military force in world history.

But one thing is for sure: We need to stop pretending that America after the coronavirus, and after the Trump presidency, will be the same kind of nation it was before, with the same role of more-or-less unquestioned global dominance. We have deluded ourselves far too long on that front already. There is no making America great again, and it's time to move past that. But there's a real chance to make a better future for this country and the world.

The ravages of the coronavirus on the poor are not limited to America, Owen Jones, in a Guardian article entitled “Coronavirus is exacerbating inequality in Europe,” found that COVID-19 is ravaging the poor in much the same way as it is in America. Creating a New normal, a new world order, just, fair, and inclusive societies are different ways of expressing the same sentiment. We are on an unsustainable path, and we must get off it. Ruth McLean makes the case that similar circumstances pervade in Africa in an article published in The New York Times, entitled “COVID-19 Outbreak in Nigeria is Just One of Africa’s Hotspots.” In an article in the Diplomat entitled “COVID-19 in Asia: A Country-by-Country Guide” finds similar issues at play. Finally, in an article in Forbes entitled “How Latin America is Faring with COVID-19,” Alejandro Chefuen is finding similar circumstances as in the other major regions of the world. COVID-19 represents a global crisis, a pandemic, and its impact will alter the world order as we know it. Indeed, there will be no going back to the pre-COVID-19 status quo. Every country will be forced to adopt a new normal,” and internationally, a “new world order” is being birthed before our eyes.

Edward Fishman authored an article in Politico entitled “The World Order Is Dead. Here’s How to Build a New One for a Post-Coronavirus Era,” which makes the case that U.S. and world leaders have a chance to craft an international system that works for this era. But he admonishes them that they must avoid the mistakes of the past. Throughout the history of the human condition, man has witnessed the rise and decline of countries and empires usually in response to a cataclysmic existential event that they were unable to respond appropriately, they fall and recede into the past and new orders are born. These new orders will come with new norms, treaties, institutions, etc. that define the relationships between man and man within countries and between countries.

Fishman makes the case that “...confidence in the old-world order built after WW II has collapsed and humanity is left with a vacuum” that will have to be filled by a new world order that has yet to be defined.

As the most far-reaching global disruption since World War II, the coronavirus pandemic is such a moment. The post-1945 world order has ceased to function. Under a healthy order, we would expect at least good faith attempts at international coordination to confront a virus that knows no borders. Yet the United Nations has gone missing, the World Health Organization has become a political football and borders have closed not only between countries but even within the European Union. Habits of cooperation that took decades to entrench are dissolving.

Whether we like it or not, a new order will emerge as the pandemic recedes. U.S. leaders should do everything in their power to ensure that the post-coronavirus order is equipped to tackle the challenges of the coming era.

We have a very narrow window of opportunity to prepare for the new world order. We should begin now to prepare for it. Fishman offers the following list of preparatory measures:

1. First, U.S. leaders should plan for the new order right now, as the crisis is ongoing.

2. To ensure that brief window is put to good use and not consumed by squabbling, U.S. and world leaders should begin collaborating now to formulate principles and institutions that will be needed in the new world order.
3. Leaders in both parties—especially younger leaders whose lives will unfold in the wake of the—should urgently start developing, debating, and rallying around objectives for the post-coronavirus world order.
4. U.S. leaders can learn from the past and avoid engaging in an autopsy (“playing the blame game”). Now is not the time to expend our short window of opportunity trying to figure out who is at fault for our current condition, but to figure out how we get out of it.
5. America should lead a global effort to develop, test, manufacture, and deliver these medicines to deal with the COVID-19 as quickly and broadly as possible. More than anything else, America’s role in ending the pandemic will determine how much moral authority it has to shape the world that comes afterward.
6. America’s influence in the post-coronavirus order will hinge on whether its participation is backed by domestic consensus. U.S. leaders should harness that support made possible by the many areas wherein there is broad national consensus they should make building the new order a bipartisan project.
7. A number of critical problems must be addressed collectively in 2021:
  - a. How can the vaccine be distributed globally, at a reasonable cost, and to those who need it most?
  - b. How can governments work together to put in place an international architecture of surveillance, rapid response, and a scalable industrial base for crucial medical supplies so everyone is prepared for the next pandemic?
  - c. As governments rebuild their national economies and focus on restoring their domestic industries, how do they do so in a way that also creates a healthy global economy that works to everyone’s benefit?
  - d. And, as the world opens back up, how can countries deal with the geopolitical crises that will inevitably emerge from this period?
8. America should also be generous in supporting the institutions of the new order.
9. At the heart of every international order is a tradeoff between breadth and ambition: as membership widens, goals must narrow. So, we should imagine a two-level system. At the global level, the new order should focus squarely on collective-action problems—including climate change, cybersecurity and pandemics—that will imperil our world in the coming era as much as nuclear weapons did in the passing one.
10. Like-minded democracies, the United States and its allies in Europe and Asia, should come together into a council of democracies, expanding collective defense beyond the military realm to counter subtler menaces such as election meddling, disinformation, and financial coercion. On the economic front, they should seek to create an international system that prioritizes human welfare over growth for growth’s sake.

Thomas Wright and Kurt M. Campbell authored an article in *The Atlantic* entitled, “If Biden Wins, He’ll Have to Put the World Back Together,” in which they speak of the qualified failure of previous attempts to develop a just, fair, and inclusive international system. They make the case that COVID-19 will destroy the current international order and leave behind such chaos as to consume all of our time searching for an “open, free, rule-based, and truly globalized international order.” This globalized international order must “...address growing concerns about equality and

in which more countries find a voice...,” an indulgence that we can ill afford. They make the case that COVID-19 demands international cooperation to help vulnerable populations and countries, reduce international conflict, and resist mounting populism and nativist sentiments against globalism. The following quote from the Wright and Campbell article makes these points.

A superior, stronger international order might emerge at some point. The world Arden established after WW II, had problems, but it did create an illusion of global governance. It could never be effective than the rival powers would allow it to be. For all of its successes, it also had monumental failures. The international system developed after WWII was preferable to the one that preceded it. Imagine what it would take to create a new, more sustainable order that addresses growing concerns about equality and in which more countries find a voice. In the meantime, we may have to navigate a new world in which a free-for-all abruptly replaces existing arrangements, even if the chaos proves temporary, it would be a sad, disruptive, and dangerous coda to the post-war era.

COVID-19 has laid bare the costs of confronting a global crisis with a flawed international state. The only Worse outcome would be to confront the next crisis with no system at all.

The stride for an open, free, rule-based, and truly globalized international order, which the international community has pursued and dreamed of for the past three decades, must be put on hold, at least for the time being. This era’s customs, ideas, or rules may not return even once the pandemic is over.

Wright and Campbell list several things they think the new President will have to do to help create a new world order. Among them are the following:

1. The first and toughest challenge will be to address the badly frayed governance compact (the social contract), in which citizens expect and trust the government to deliver on essential services.
2. The second herculean task will be resurrecting the national economy.
3. The third challenge is international. The Trump administration has failed to lead and organize the world in responding to COVID-19.
4. The fourth challenge is how to manage the China dimension.

Wright and Campbell make the case that the post-pandemic agenda cannot be an exercise in “restoration.” Wright and Campbell maintain that the post-pandemic agenda must be bolder and more comprehensive. They state the following:

It will have to be a master class in “redesign,” a national effort made more difficult by empty coffers, a frayed social safety net, an uncertain economic environment, a populace venturing outside for the first time in many months, and a daunting challenger rising across the Pacific.

The most intriguing question is, how do we get to this new normal, this new world order; this just, fair, and inclusive society?

Fortunately, we can avoid the governance free-for-all that about which Wright and Campbell and Fishman speculate. A strategic plan for creating a post-COVID-19 “new normal” and for saving liberal democracy already exists. Such a plan will require bold and imaginative *strategies* that are equivalent to reimagining and reinventing liberal democracy itself. The Equity Management-Plato Strategic Plan is the only bold, original, robust, comprehensive, pragmatic, and cost-effective strategy capable of solving a vast array of contemporary worldwide crises in existence. There is no need to endure the Hobbesian world about which Wright and Campbell speculate.

## **“Failing to Plan is Planning to Fail”**

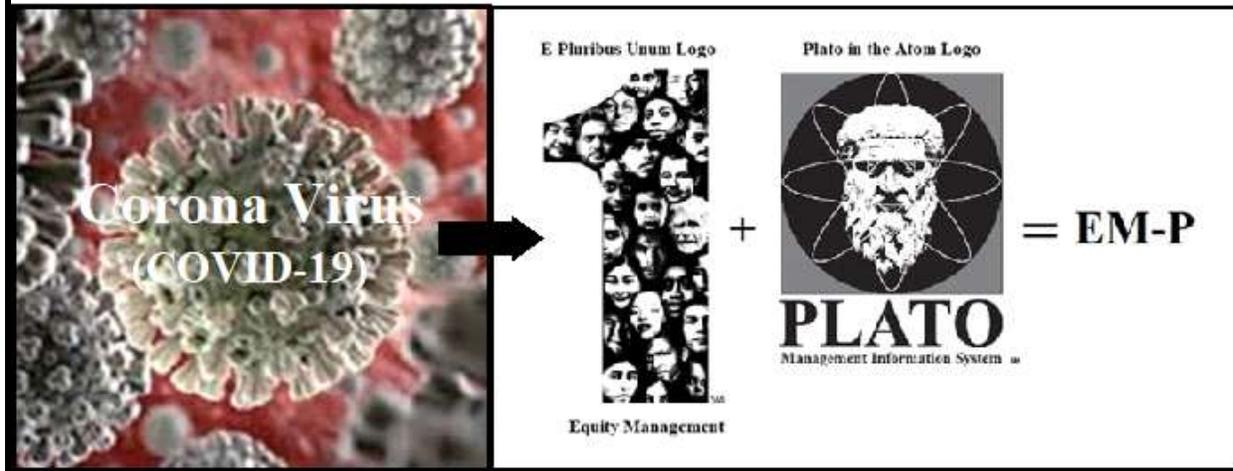
The process of beginning developing the strategic plan can be informed by two quotes from Albert Einstein serve to frame the issue at hand. The first speaks to the necessity to apply oneself in studying the problem one is faced with so that you thoroughly understand it. Einstein once said: “You cannot solve what you do not understand.” The second quote speaks to the need to be open-minded in pursuit of solutions. In this latter regard, Einstein said, “We cannot solve our problems with the same thinking we used when we created them.” Once you have come to understand the problem thoroughly and have been ben creative in fashioning a solution, you then must concoct a plan for developing the solution, implementing it, monitoring the results, and making adjustments as needed. Winston Churchill is credited with the saying: “He who fails to plan is planning to fail.”

It is an axiom in business and government that the primary reason for the failure of initiatives great and small, indeed, of organizations and institutions generally lies in their failure to plan for success adequately. With these things in mind, it is necessary to develop an understanding of the relationship between COVID-19 and inequality. Then it is essential to be bold and imaginative in developing a solution to mitigate the relationship. Finally, it is necessary to create a strategic plan to develop the solution, implements that solution, evaluates the performance of the implementation, and eventually adjust when and where required. So, what would comprise a strategic plan to break the link between COVID-19 and inequality. This white paper explains the only fully-fledged, comprehensive strategic plan capable of defining a more equitable post-COVID-19 “new normal.”

Washington & Associates, Inc. (W&A) has developed a strategic plan to help mitigate the relationship (break the nexus) between the coronavirus pandemic and inequality. It is the same strategic plan is designed to save liberal democracy in America and worldwide, the Equity Management-Plato Strategic Plan. Equity Management-Plato Strategic Plan can solve both because the underlying problems are the same for both the pandemic and inequality and the crisis of democracy and capitalism. In fact, by implementing the Equity Management-Plato Strategic Plan to solve either one, you automatically solve the other.

# Defining A Post COVID-19 "New Normal"

## Creating Just, Fair, and Inclusive Societies



Thus, the only way to break the nexus between COVID-19 and inequality is to mitigate the forces that create inequality in the first place. The only way to break the nexus between COVID-19 and inequality is to begin to shape that new normal in ways that resolve all of the underlying issues laid bare and exacerbated by COVID-19. Solving all of the problems revealed and exacerbated by COVID-19 will require an exercise in strategic planning many orders of magnitude greater than we have attempted in the past. Regardless of the degree of difficulty, we must muster the courage and the political will to undertake herculean tasks. If we do, then we can create a better America and a better world. Fortunately, we have a head start in this process. The Equity Management-Plato Strategic Plan presented herein gives us a leg up in this most monumental of undertakings.

### What are "Equity Management" and "Plato?"

Washington & Associates, Inc. (W&A) is proud to announce that it has completed and posted three new white papers on the W&A website. White paper no. 005 is entitled “EM-P: Promoting Positive Populism is the Only Way to Save Liberal Democracy in America and Worldwide.” White paper no. 006 is entitled “Equity Management-Plato (EM-P): Introduction to Saving Liberal Democracy Worldwide.” White Paper no. 007 is entitled “EM-P: Creating A More Equitable “New Normal” in the Wake of COVID-19.” With the completion of white papers nos. 005 through white paper no. 007, and their associated blog posts, which have the same titles, all the significant components of the EM-P Strategic Plan are now complete.

The reader will often see the brand names "Equity Management-Plato," "Equity Management," "Plato," "EM-P," "EM," or "Plato" referenced throughout the material presented on W&A documents, websites, and social media sites. The brand names and acronyms refer to two interrelated systems. One is Equity Management, which is a novel management system, and the other, Plato, is a web-based software system that is the technological embodiment of Equity Management. The two are defined below.

- Equity Management – Equity Management (EM) is a ground-breaking management system made up of an interrelated set of novel concepts, methods, and tools. EM is designed to facilitate the creation and maintenance of just, fair, and inclusive societies. The plan for developing EM-P uses the political philosophy of John Rawls (see "Justice as Fairness"), the social and economic morality of Dr. Martin Luther King, Jr., and the judicial principle called "strict scrutiny."
- Plato – Plato is a management Information system (the Plato Management Information System) designed to help monitor and manage transactions in the following sectors: K-12 Schools, undergraduate education, graduate and professional education, employment, workforce utilization, and public sector diversity. Plato is designed to ensure that those transactions are just, fair, and inclusive according to the requirements of EM. Plato is designed to help monitor and manage sectoral operations in real-time and help correct problems found, make victims whole, and to fashion policy solutions that can mitigate the likelihood of the problem's recurrence.

The combination of EM and Plato (EM-P) is designed to correct the problems that plague America's social, political, and economic systems by helping to create a just, fair, and inclusive society. Adopting EM-P would help to mitigate the potency of the negative populist's appeal to the people that is based on "identity politics" and zero-sum politics and economics.

## **The Components of the Equity Management-Plato Strategic Plan**

The “significant components” of the EM-P Strategic Plan, which are available on the W&A website, are described below:

1. A book entitled *Ensuring Justice, Fairness, and Inclusion in America: Managing Equity in the 21<sup>st</sup> Century* outlines a plan for creating “Equity Management-Plato (EM-P). EM-P is a ground-breaking interrelated set of concepts, methods, and tools designed to help create a more equitable “new normal” in the wake of COVID-19 and to save liberal democracy by facilitating the development and maintenance of just, fair, and inclusive societies. The plan for developing EM-P uses the political philosophy of John Brodley Rawls, the social and economic morality of Dr. Martin Luther King, Jr., and the judicial principle called “strict scrutiny.”
2. Six white papers that show how to create a “better America” and a “better world” by implementing EM-P worldwide. The titles of the white papers are as follows:
  - a. “Ensuring Justice, Fairness, and Inclusion in America: Managing Equity in the 21<sup>st</sup> Century (2,000-plus word summary)”
  - b. “Ensuring Justice, Fairness, and Inclusion in America: Managing Equity in the 21<sup>st</sup> Century (Introduction)”
  - c. “Equity Management and the Plato Management Information System”
  - d. “The International Democracy Project (Proposal)”
  - e. “Continuity in the Symbolism in Washington & Associates, Inc.’s Tagline, Slogan, “Equity Management-Plato” Logos and Its Promotional Gear”

- f. “EM-P: Promoting Positive Populism is the Only Way to Save Liberal Democracy in America and Worldwide”
- g. “EM-P: Creating A More Equitable “New Normal” in the Wake of COVID-19”
3. A blog (“EM-P Blog”) on W&A’s website publishes news related to EM-P.
4. EM-P promotional gear designed to help wearers make statements about their support for liberal democracy.
5. EM-P related social media presence on Facebook and Twitter.
6. In keeping with the social distancing requirements associated with the global Coronavirus pandemic, for the foreseeable future, W&A will offer EM-P training, collaboration, coordination, etc. via video conferencing. See the instructions for joining EM-P related video conferences on the W&A website.

The book, *Ensuring Justice, Fairness, and Inclusion in America*, the seven white papers, the EM-P Blog, and the EM-P promotional gear is meant to be a "how-to" book and process, and a democratic (small "d") manifesto designed to save liberal democracy worldwide and to create a new normal in the wake of COVID-19. Collectively, they are meant to be a user's manual for the Declaration of Independence and the Constitution in America and similar founding documents in liberal democracies worldwide.

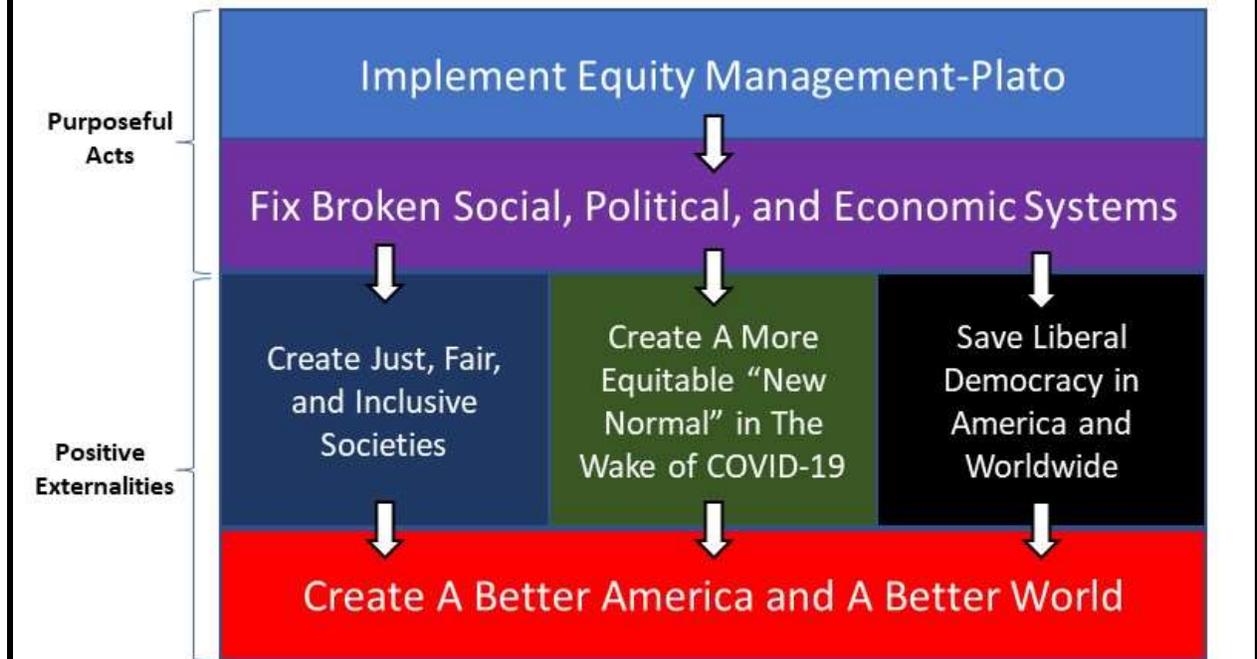
The relationship between the strategic and tactical elements of the Equity Management-Plato Strategic Plan are shown in the schematic below. The strategic objective of EM-P is to create a “better America and a better world.” The tactical level objectives of EM-P are as follows:

1. Fix broken social, political, and economic systems
2. Create just, fair, and inclusive societies
3. Create a more equitable “new normal” in the wake of COVID-19
4. Save liberal democracy in America and worldwide

The relationships between the strategic objectives, the tactical objectives of EM-P are shown in the figure below. As depicted in the figure, by implementing Equity Management-Plato, broken social, political, and economic system are fixed. By fixing broken social, political, and economic systems, just, fair, and inclusive societies are created; a more equitable new normal in the wake of COVID-19 is created; and liberal democracy is saved in America and worldwide. The creation of just, fair, and inclusive societies; the creation of a more equitable new normal in the wake of COVID-19; and saving liberal democracy in America and worldwide will create a better America and a better world. Implementing Equity Management-Plato to fix broken social, political, and economic systems are purposeful acts. The remaining benefits (both tactical and strategic) are positive externalities emanating from implementing Equity Management-Plato.

# Creating A Better America and A Better World

## The Benefits of Equity Management-Plato (EM-P)



It is an axiom in business and government that the primary reason for the failure of initiatives great and small, indeed, of organizations and institutions generally lies in their failure to plan for success adequately. With these things in mind, we find ourselves at the moment in history in which the Winston Churchill quote could not ring truer. It is necessary to develop an understanding of the relationship between COVID-19 and inequality. Then it is essential to be bold and imaginative in developing a solution to mitigate the relationship. Finally, it is necessary to create a strategic plan to develop the solution, implements that solution, evaluates the performance of the implementation, and eventually adjust when and where required. So, what would comprise a strategic plan to break the link between COVID-19 and inequality. This white paper explains the only fully-fledged, comprehensive strategic plan capable of defining a more equitable post-COVID-19 “new normal.”

The multitude of benefits that can be derived from implementing the Equity Management-Plato Strategic Plan is why we call EM-P the “Swiss Army Knife.” You only have to implement EM-P to realize all of these strategic and tactical benefits.

1. If you want to fix broken social, political, and economic systems, then implement EM-P.
2. If you want to create just, fair, and inclusive societies, then implement EM-P.
3. If you want to create a more equitable “new normal” in the wake of COVID-19, then implement EM-P.
4. If you want to save liberal democracy in America and worldwide, then implement EM-P.
5. If you want to create a better America and a better world, then implement EM-P.

EM-P is as close to a “silver bullet” as you can get. EM-P can be the new normal. It just so happens that the process of defining a new normal for the post-COVID-19 world will be an externality (be an unforeseen consequence) of developing and implementing EM-P to save liberal democracy in America and worldwide. This is so because problems are the same, so the solution is the same.

A clearer understanding of Equity Management Plato's strategic, tactical, and operational benefits is possible by examining what the Equity Management-Plato system was designed to do. Collectively, they are meant to be a user's manual for the Declaration of Independence and the Constitution in America and liberal democracy in America and, by extension, worldwide. In this regard, EM-P was designed, among other things, to help do the following:

1. It can install "true" "Representative Consensus Democracy."
2. It can ensure justice, fairness, and inclusion in America.
3. It can mitigate the impact of Identity Politics.
4. It can mitigate discrimination of all types against all Americans.
5. It can mitigate the effects of zero-sum politics and economics.
6. It can resolve the conflict over the role of the state regarding distributive justice.
7. It can promote the development and universal acceptance of a new social contract in America.
8. It can mitigate the impact of race and gender in American politics.
9. It can promote the creation of a level playing field.
10. It can reinvigorate the middle class and shore up of the American Dream.
11. It can create a just and fair "Opportunity Society."
12. It can replace the old-fashioned partisan agendas of both political parties, both Democratic and Republican, with an American agenda.
13. It can empower "We the People."
14. It can expand the electorate by giving all Americans, especially disaffected Americans a vision of just, fair, and inclusive America that they can believe in and can hold their elected officials accountable for helping to create.
15. It can create a new political center where consensus can be found, and deals can be made.
16. It can create a new social contract in America and unite the country.
17. It can give hope to the people that political, social, and economic systems work for all Americans.
18. It can make real America's national motto, "E Pluribus Unum" out of many, one).

Finally, the fight to save the liberal democratic world order will require contesting the forces of authoritarianism not only in America but worldwide. Therefore, it is essential to make "common cause" with democracy-loving peoples to create an international revolutionary social movement that seeks to save the liberal democratic system in their countries and worldwide, unify peoples, and resist authoritarianism worldwide. The strategic plan being offered by W&A is designed to help democracy-loving peoples and nations make common cause in the fight against authoritarianism. It will take this kind of comprehensive social movement to marshal the capacity to push back against the global coordinated anti-liberal democracy coalition that is trying to destroy the liberal democratic word order. All of these organizations, institutions, groups, and individuals coming together would form the largest and most important social movement in human

history. The mission of this coalition would be nothing less than to save the liberal democratic world order.

Implementing the International Democracy Project can have many positive ramifications. Among the positive consequences, it can have on saving liberal democracy worldwide are the following:

1. The current assault on liberal democracy is global, and because of their collective efforts, pro-liberal democracy forces everywhere need to band together to push back against this attack. By adopting Equity Management-Plato, pro-liberal democracy forces around the world will facilitate the following benefits:
2. It can aid in pushing back against authoritarianism, right-wing radicalism, nativism, Identity Politics, zero-sum politics and economics, and Majoritarian Democracy.
3. It can aid in promoting progressivism, tolerance, justice, fairness, inclusion, win-win politics and economics, and Representative Consensus Democracy around the world.
4. It can aid in giving progressivism, progressive politics, and progressive policies on a firm moral, philosophical, and legal basis.
5. It can aid in binding progressive individuals, organizations, social movements, and political parties around the world into a cohesive (and irresistible) force to counter the reactionary forces extant in the world today.
6. It can aid in providing the "tie that binds" progressives everywhere together by elucidating "who they are;" "what they stand for;" "what they want;" "when do they want it;" "what is their plan for getting it;" and "how they plan to keep it."
7. It can provide strategies that can show the benefits of progressivism as opposed to authoritarianism.
8. It can aid in making common cause between progressive peoples and states around the world.
9. It can aid in helping to fight racism, misogyny, xenophobia, and homophobia around the world.
10. It can aid in helping to restore and energize the middle-class, protect and support the poor, mitigate racial, class, and gender inequality.
11. It can aid in unifying pluralistic countries around the world.
12. It can aid in empowering the people to take control of their political, social, and economic circumstances in the spirit of "demos kratis" (rule by the people).
13. It can aid in ensuring national security and national sovereignty by mitigating, if not eliminating, the vulnerabilities of liberal democracy, which allows anti-democratic forces to foment division and discord.
14. It can aid in creating John Rawls' "well-ordered societies" and "realistic utopias" around the world.
15. It can aid in creating Dr. Martin Luther King's "Beloved Communities" and his "better world."

Given the scope and scale of the problems that EM-P was designed to address, it will take a monumental effort involving many, if not most, of the countries in the world to be successful. The process of building EM-P can be compared to the "Manhattan Project," which was an American-

led effort to develop the atomic bomb and use it to subdue a recalcitrant Japanese war machine and end World War II. The process of Implementing EM-P worldwide can be compared to the “Marshall Plan,” which was an American-led assemblage of nations that came together to rebuild a ravaged Europe as part of the effort to offer a counterweight to the hegemonic Soviet Union.

### **“The Fierce Urgency of Now”**

OK, so we have a strategic plan, but how do we cut through the political and bureaucratic fog, the vested interests, the status quo lovers, and just the raw inertia that holds back things from getting done that need to be done? One of the significant reasons that what must be done does not get done is for want of the political will to do it. Fortunately, nothing focuses the mind or illuminates “the possible” like the potential for imminent disaster. Whether rooted in a health crisis or an economic crisis, our attention is focused now. The coronavirus pandemic and the oncoming economic recession (depression) has done that. While we may have lacked the political will to make needed changes to the status quo in the past, it is possible that our “formerly” recalcitrant leaders who have resisted change may have that political will to do so now.

For those who are late getting to the party, some Dr. Martin Luther King, Jr. offers some encouraging words. In a speech entitled “Beyond Vietnam: A Time to Break Silence.” Dr. Martin Luther King, Jr. called for us to immediately commit to change the status quo and create a better America and a better world because of what he called “the fierce urgency of now” or we risked being “too late.” The following (longish) excerpt from that speech illustrates that point.

We are now faced with the fact that tomorrow is today. We are confronted with the fierce urgency of now. In this unfolding conundrum of life and history there is such a thing as being too late. Procrastination is still the thief of time. Life often leaves us standing bare, naked and dejected with a lost opportunity. The “tide in the affairs of men” does not remain at the flood; it ebbs. We may cry out desperately for time to pause in her passage, but time is deaf to every plea and rushes on. Over the bleached bones and jumbled residue of numerous civilizations are written the pathetic words: “Too late.” There is an invisible book of life that faithfully records our vigilance or our neglect. “The moving finger writes, and having writ moves on...” We still have a choice today, nonviolent coexistence or violent co-annihilation.

We must move past indecision to action. We must find new ways to speak for peace . . . and justice throughout the developing world — a world that borders on our doors. If we do not act we shall surely be dragged down the long dark and shameful corridors of time reserved for those who possess power without compassion, might without morality, and strength without sight.

Now let us begin. Now let us rededicate ourselves to the long and bitter — but beautiful — struggle for a new world. This is the calling of the sons of God, and our brothers wait eagerly for our response. Shall we say the odds are too great? Shall we tell them the struggle is too hard? Will our message be that the forces of American life militate against their arrival as full men, and we send our deepest regrets? Or will there be another message, of

longing, of hope, of solidarity with their yearnings, of commitment to their cause, whatever the cost? The choice is ours, and though we might prefer it otherwise we must choose in this crucial moment of human history.

## **Where Do We Go from Here?**

With the completion of the Equity Management-Plato Strategic Plan, W&A is reaching out to like-minded organizations, groups, and individuals seeking to establish partnerships with those willing to help implement it. Implementing the EM-P Strategic Plan requires the broadest possible dissemination of knowledge about it. Therefore, W&A recommends that everyone interested in saving liberal democracy does the following: buy the book, buy the gear, download the white papers, subscribe to the blog. Educate yourself on the nature of the problem and the nature of this solution. Join us. Together we can save liberal democracy in America and worldwide.

Washington & Associates, Inc. is a privately held S corporation located in Solon, Ohio. In terms of its mission, it is the successor of a line of corporations. In 1988, Dr. Charles A. Washington, the current President of W&A, had the prescience to see the eventual need for a solution to the crisis of liberal democracy. After thirty-two years of research and development, in several predecessors of W&A, he engaged in developing that solution. Today, W&A is announcing the completion of a mature solution to the problem of fixing broken social, political, and economic systems; creating just, fair, and inclusive societies; saving liberal democracy in America, and worldwide; and developing a more equitable “new normal” in the Wake of COVID-19.

WW I was the galvanizing event that shaped the lives and psyches of that generation. The Great Depression and WW II were the galvanizing events that defined the “greatest generation.” In each of these cases, humanity moved from trying to maintain the status quo to trying to establish a new world order, and better America and a better world. The assault on liberal democracy, a global pandemic, and an economic recession bordering on depression could be the galvanizing events for this generation, and we can finally create a lasting better America and a better world. The Coronavirus pandemic can be the galvanizing event (the catalyst) for the active pursuit of that better America and a better world. If it is to be so, then the time to move is “now,” or it may be “too late.” We have time, but very little time to move on to these problems. Failure to move will mean that all we hold dear will die.