

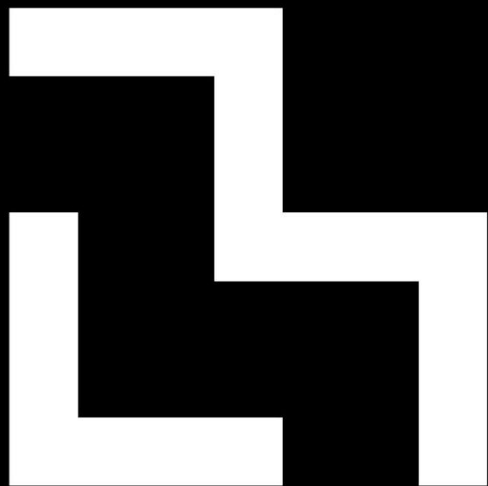
Core DNA Ideas

Joi Ito



Inclusive but Elite
Broad but Deep
Diverse but Harmonious
Calm but Exciting
Confident but Thrilling
Happy but Aspirational





**mit
media
lab**

Uniqueness

Impact

Magic

The Principles

RESILIENCE
over strength.

PULL
over push.

Risk
over Safety.

SYSTEMS
over objects.

COMPASSES
over maps.

PRACTICE
over theory.

Disobedience
over compliance.

CROWDS
over experts.

LEARNING
over education.

Proposal to Add an Area of Concentration called:

Media Arts and Sciences

To the Department of Architecture's PhD Program in
Art, Architecture, and Environmental Studies

January 30, 1986

It is proposed to set up a new field of advanced study, to be called Media Arts and Sciences, in the Architecture Department. At present 15 doctoral students in Architecture are working in an experimental program at the Media Laboratory, under supervision of faculty members there. We believe that the nature of their work is sufficiently distinct to warrant creating a new field of study. The following text describes the overall five year plan for degrees in this area.

Professor Seymour Papert
Professor Nicholas Negroponte

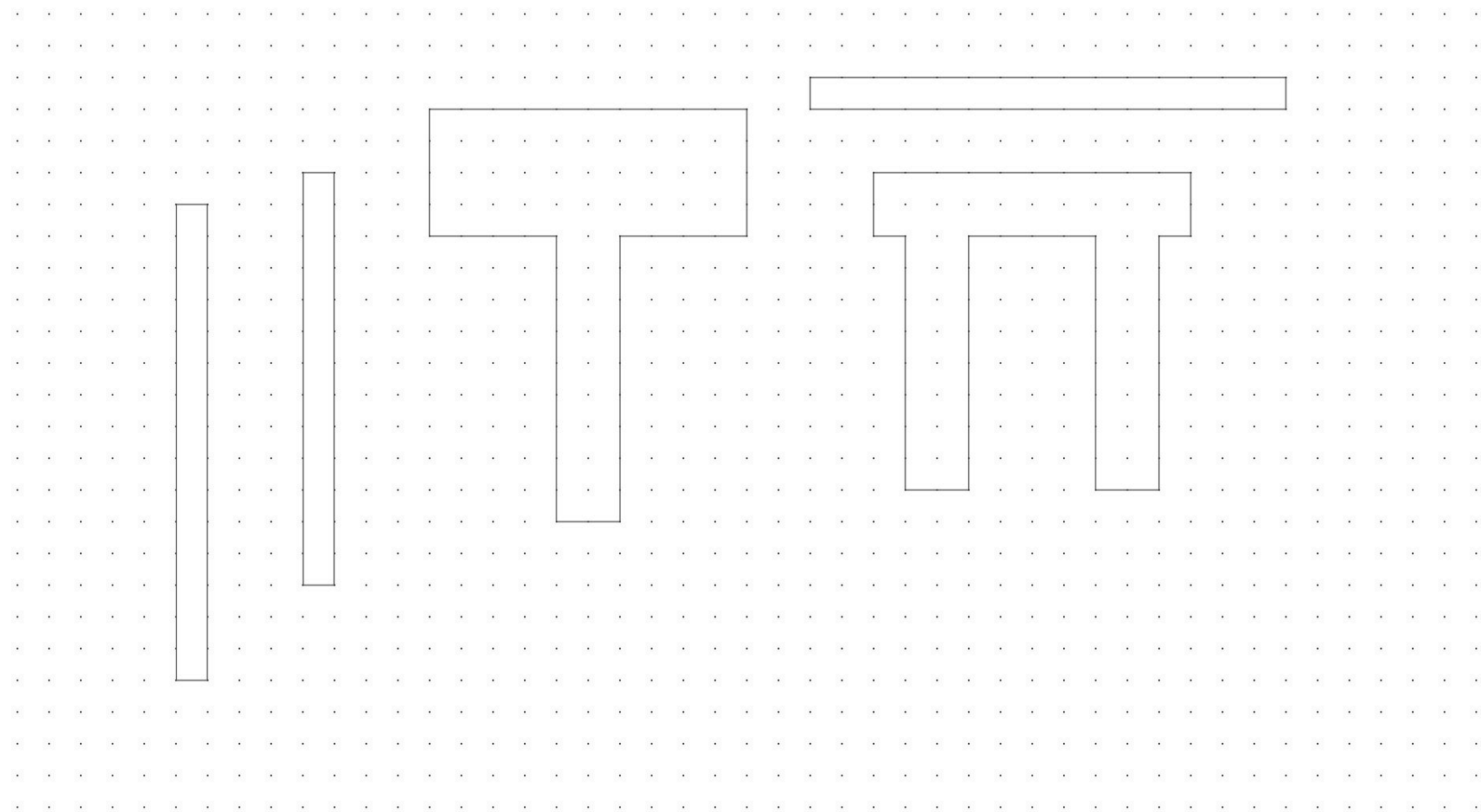
The creation of the Media Laboratory is both less and more than an "interdisciplinary merger." None of these groups have given up their intellectual integrity to become part of something else. The laboratory provides natural neighbors for groups of specialists who have come together as a federation. Nevertheless, we expect something new to emerge that will transcend the component elements. This expectation reflects a complex appreciation of contemporary technological and cultural history. In its simplest form this expresses a clearly discernible trend towards increasing the overlap of the constituent areas.

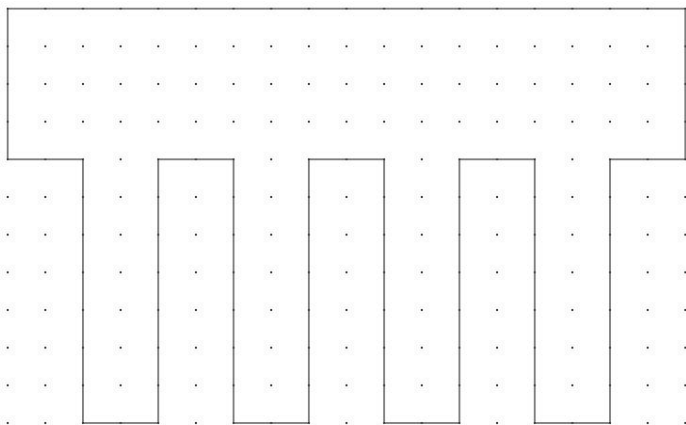
This paper is based on the thesis that we are witnessing the birth of a new disciplinary area. It proposes a further step to nurture its development from "inter-disciplinary" to "disciplinary" status by formally recognizing it as a field of doctoral studies in the Department of Architecture to be called Media Arts and Sciences.

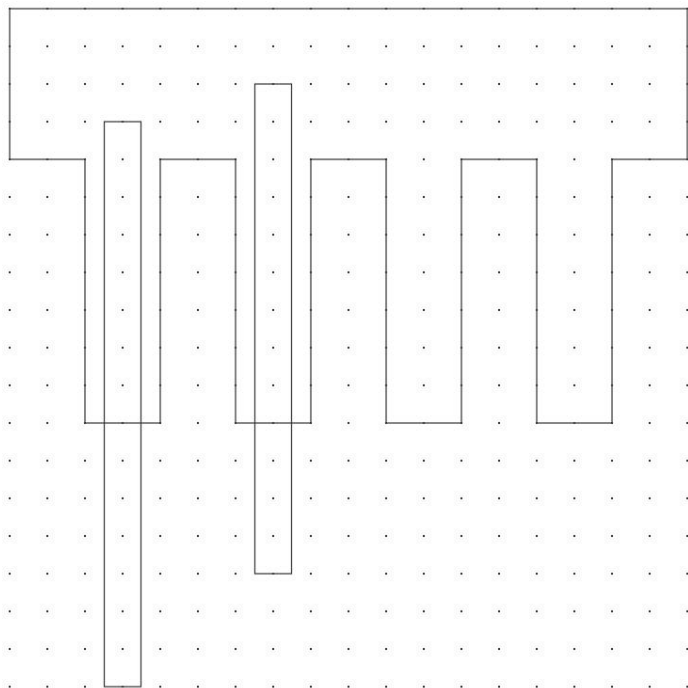
Antidisciplinary

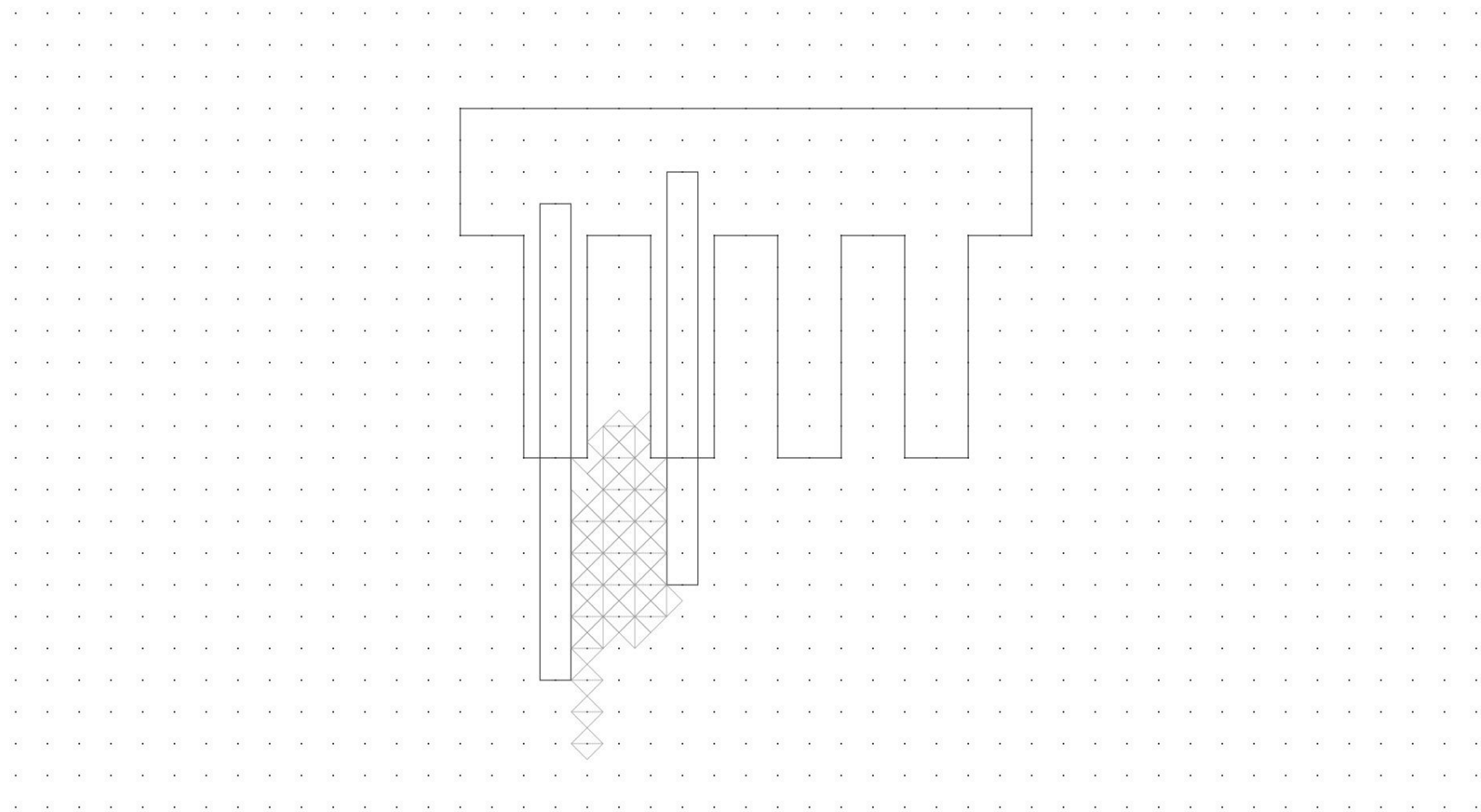


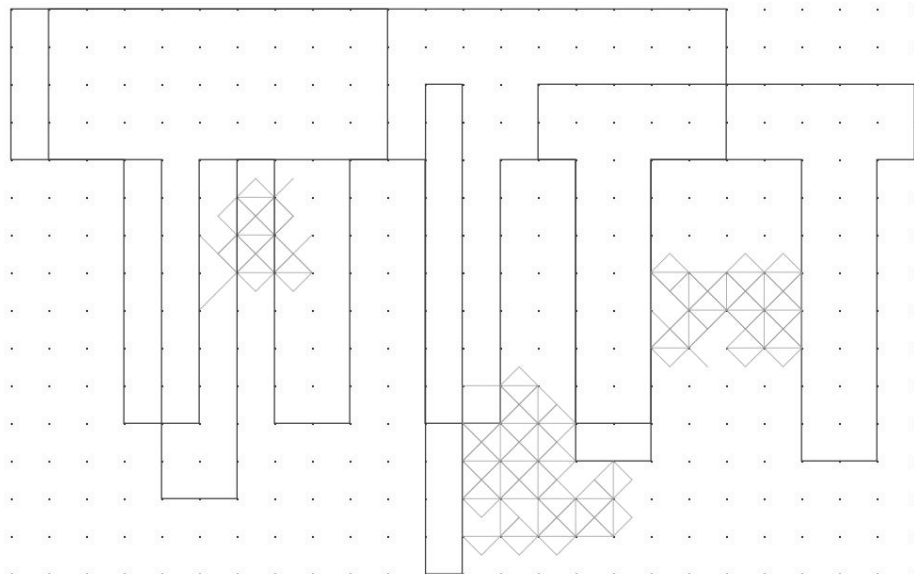
Digital
Architecture
Lab

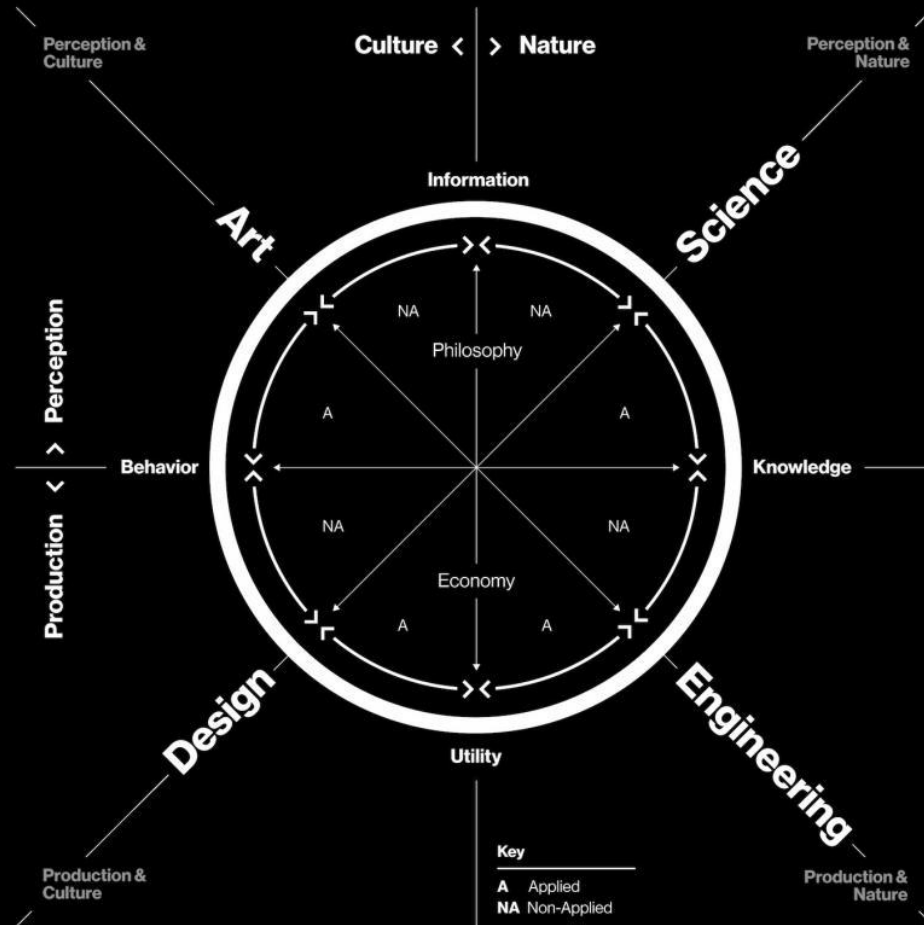


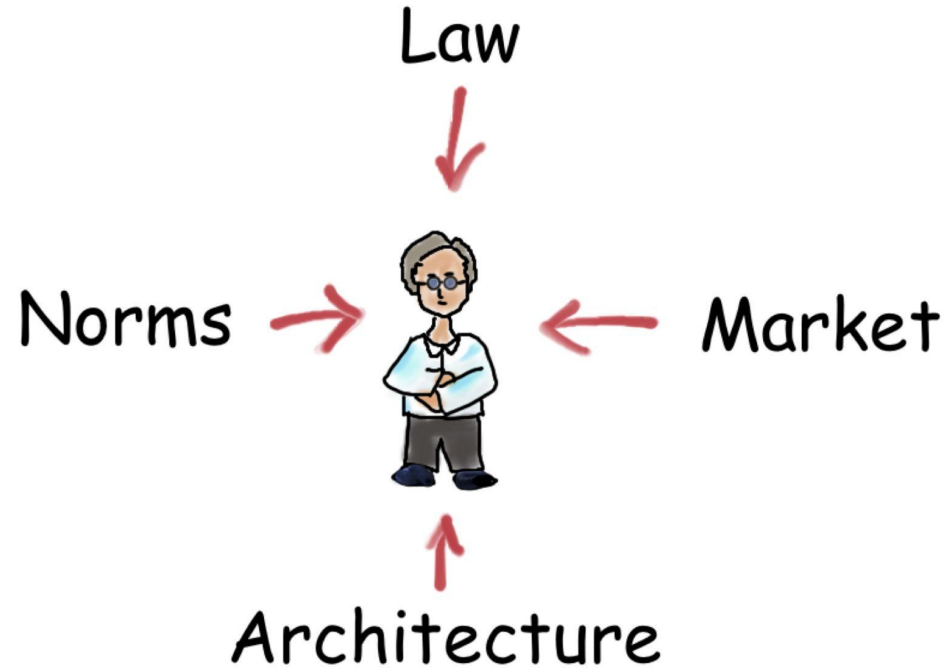






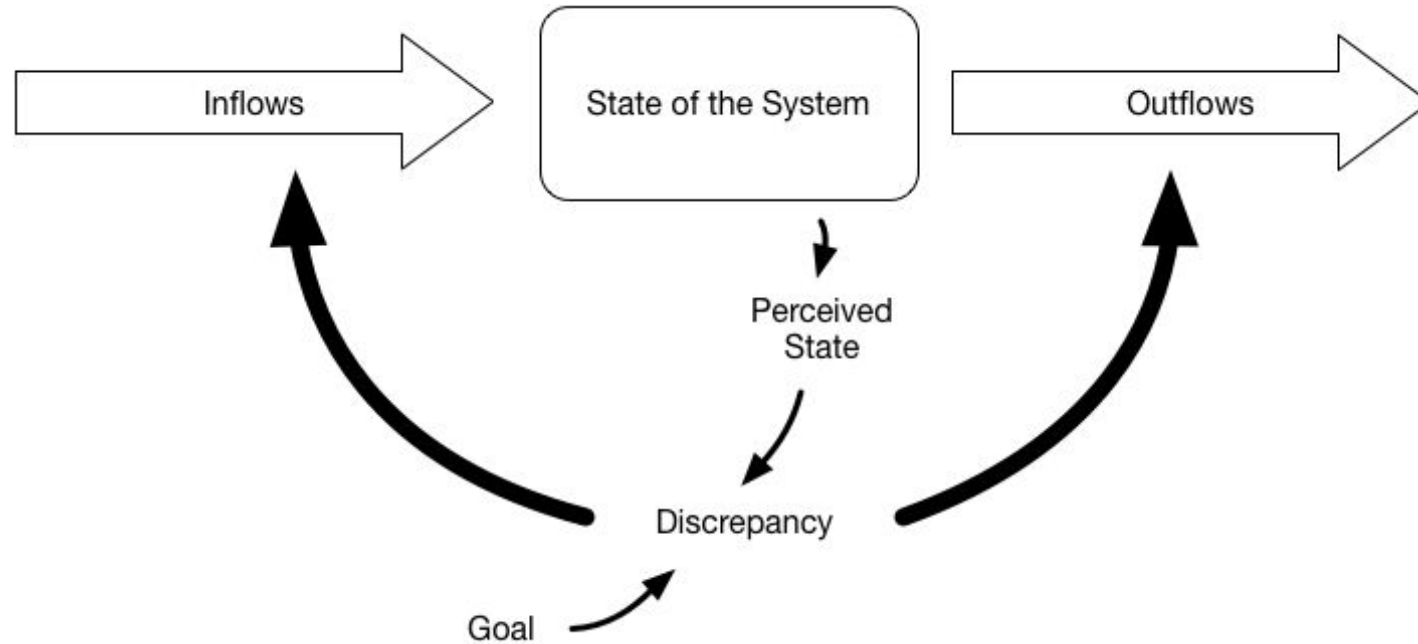




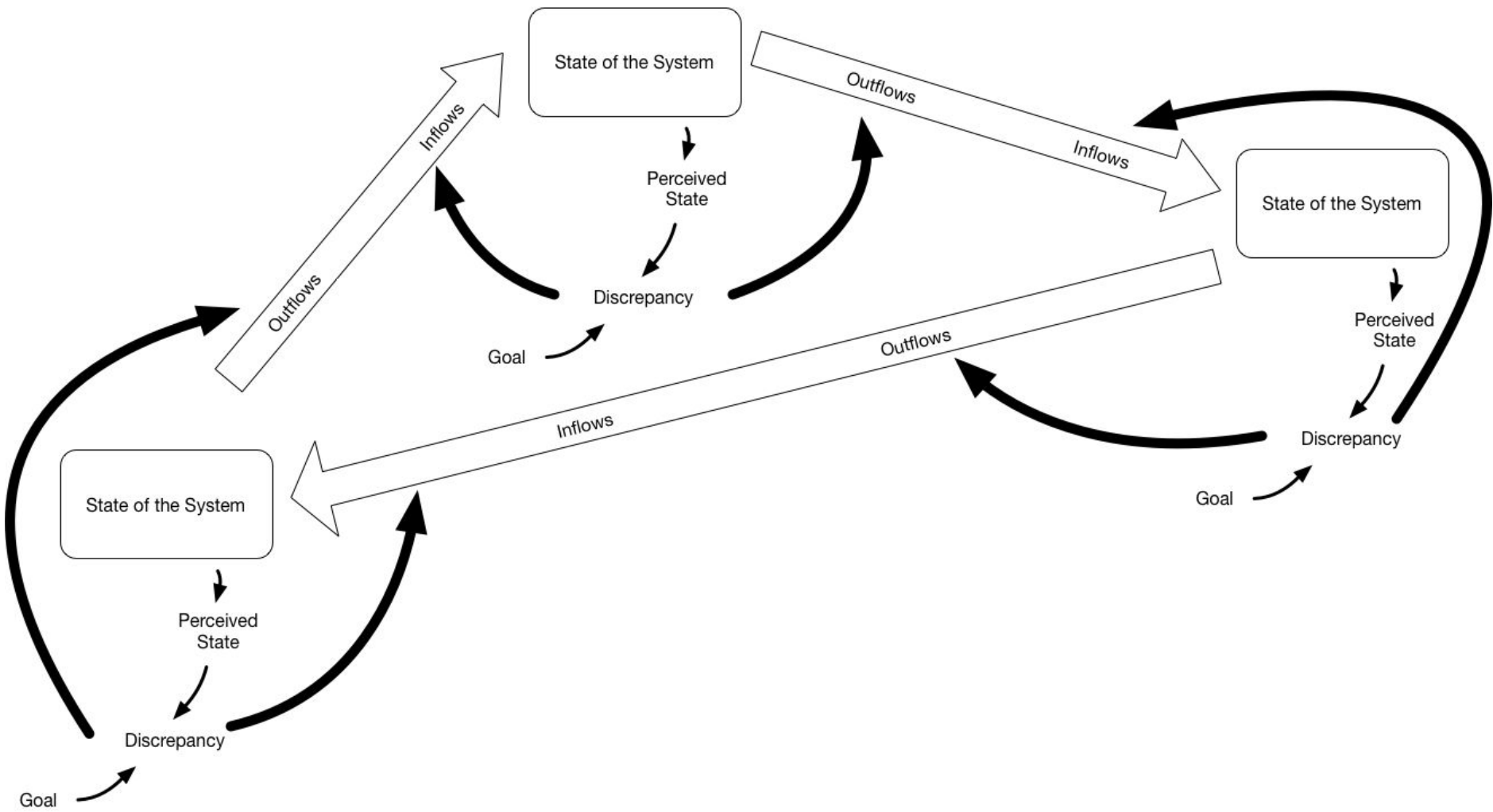


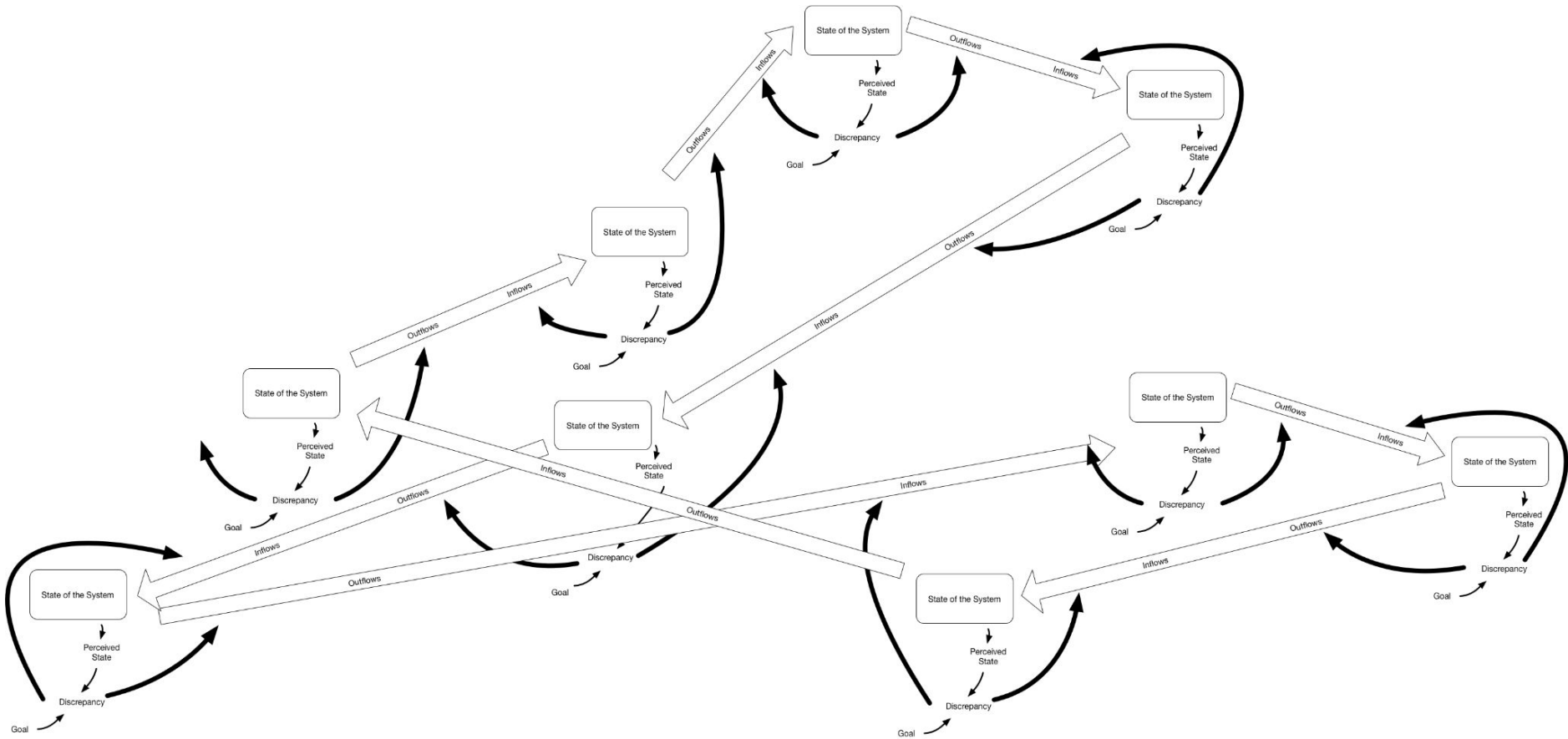


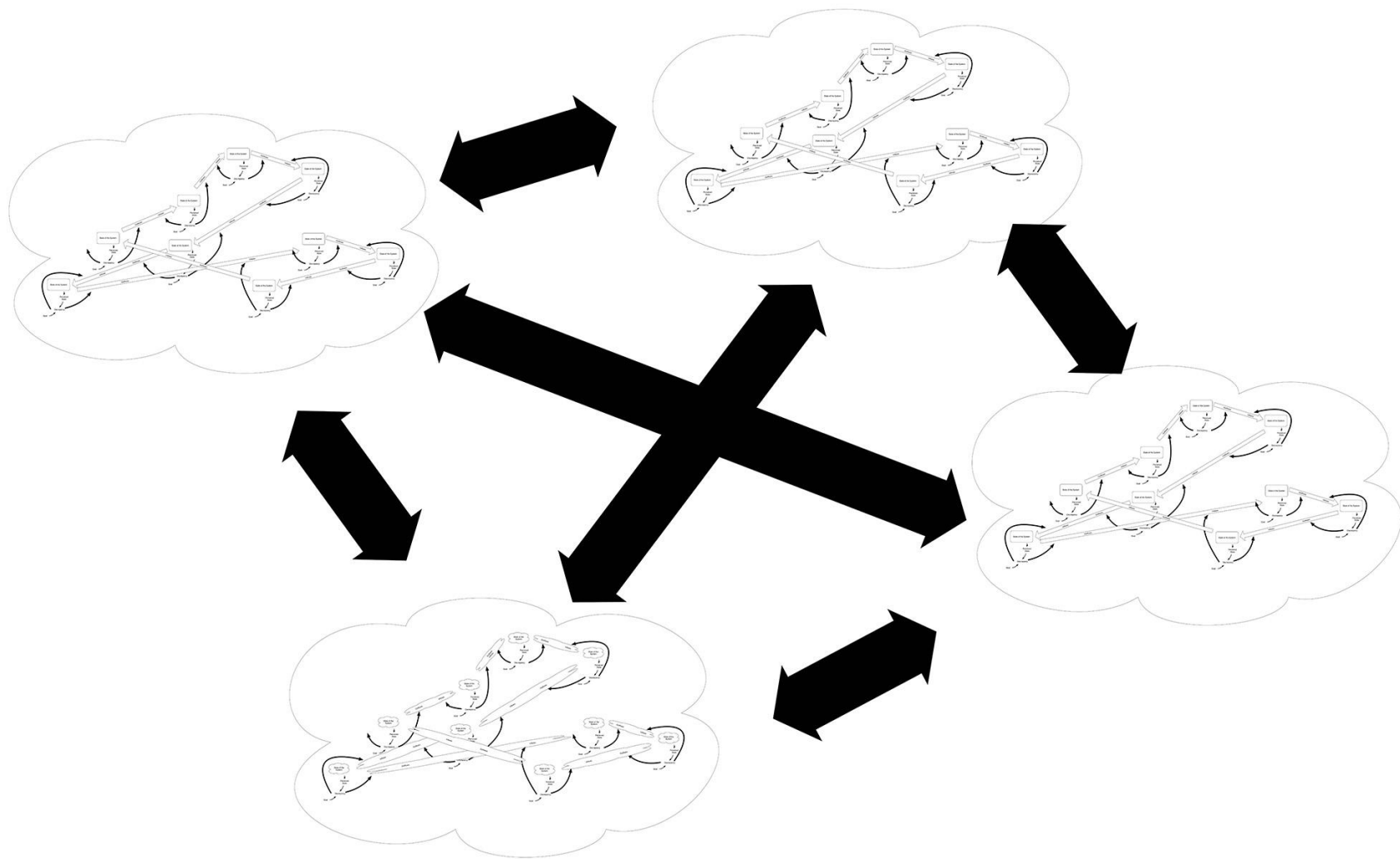
Types of Societies	Centralized City-State	Markets and Democracy	Stable and Flourishing Decentralized Network
Interface	Priests	Accountants and Lawyers	LLM Agents
Interpretation	Religion	Law, Finance	Probabilistic Programs
Record Keeping	Ledger	Double-entry Bookkeeping	Blockchain and Smart Contracts
Base Materials	Clay Tablet	Paper & Ink	Digital











Leverage Points: Places to Intervene in a System

The Donella Meadows Project

(in increasing order of effectiveness)

12. Constants, parameters, numbers (such as subsidies, taxes, standards).
11. The sizes of buffers and other stabilizing stocks, relative to their flows.
10. The structure of material stocks and flows (such as transport networks, population age structures).
9. The lengths of delays, relative to the rate of system change.
8. The strength of negative feedback loops, relative to the impacts they are trying to correct against.
7. The gain around driving positive feedback loops.
6. The structure of information flows (who does and does not have access to information).
5. The rules of the system (such as incentives, punishments, constraints).
4. The power to add, change, evolve, or self-organize system structure.
3. The goals of the system.
2. The mindset or paradigm out of which the system - its goals, structure, rules, delays, parameters - arises.
1. The power to transcend paradigms.

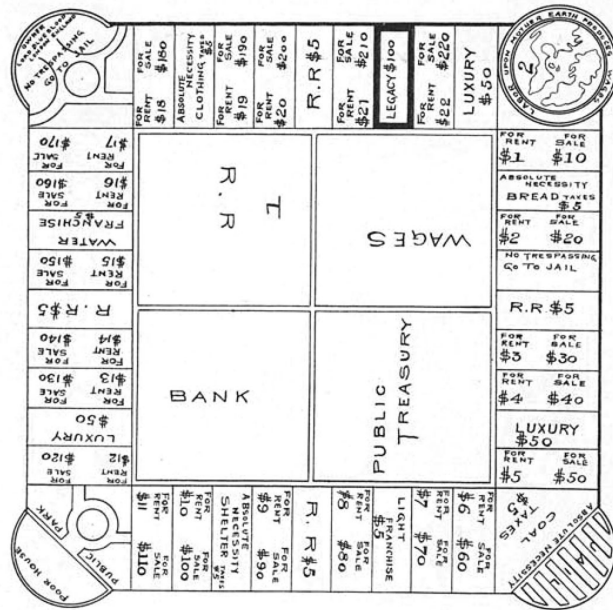


L. J. MAGIE.
GAME BOARD.

APPLICATION FILED MAR. 23, 1903.

NO MODEL.

2 SHEETS—SHEET 1.



Witnesses
F. L. Oursand.
M. H. Oursand.

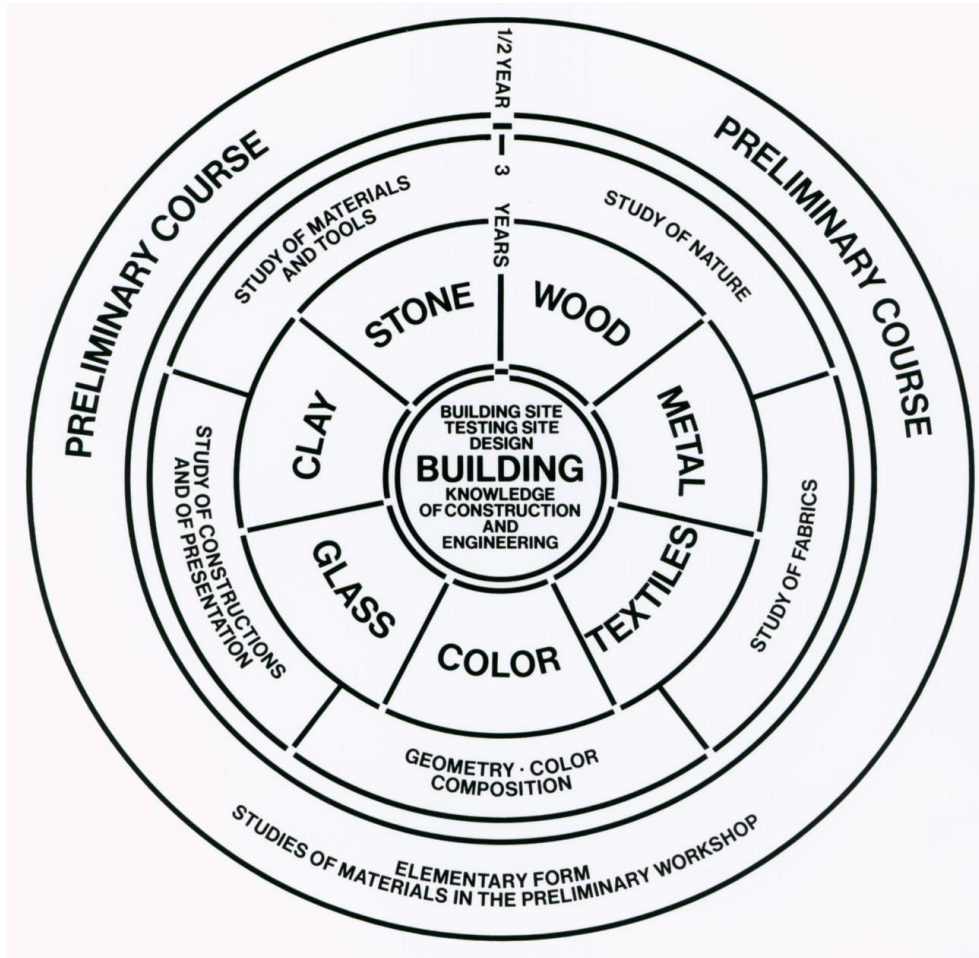
Lizzie J. Magie Inventor
by *John A. Saul* Attorney

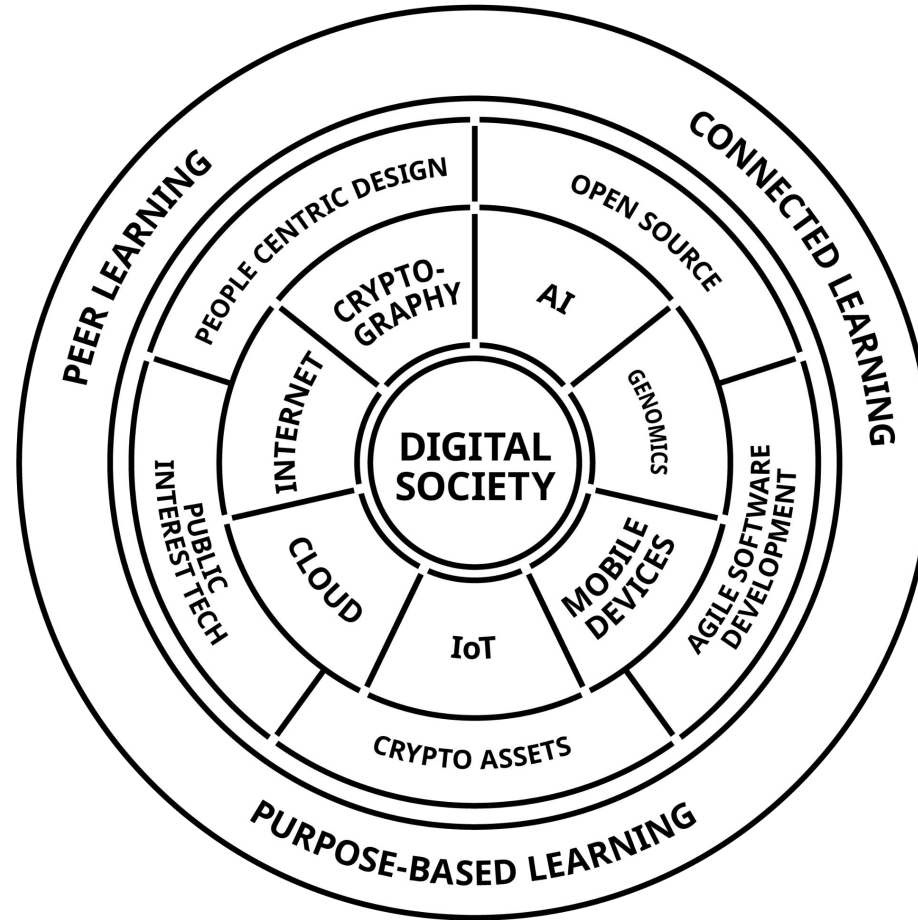
变革

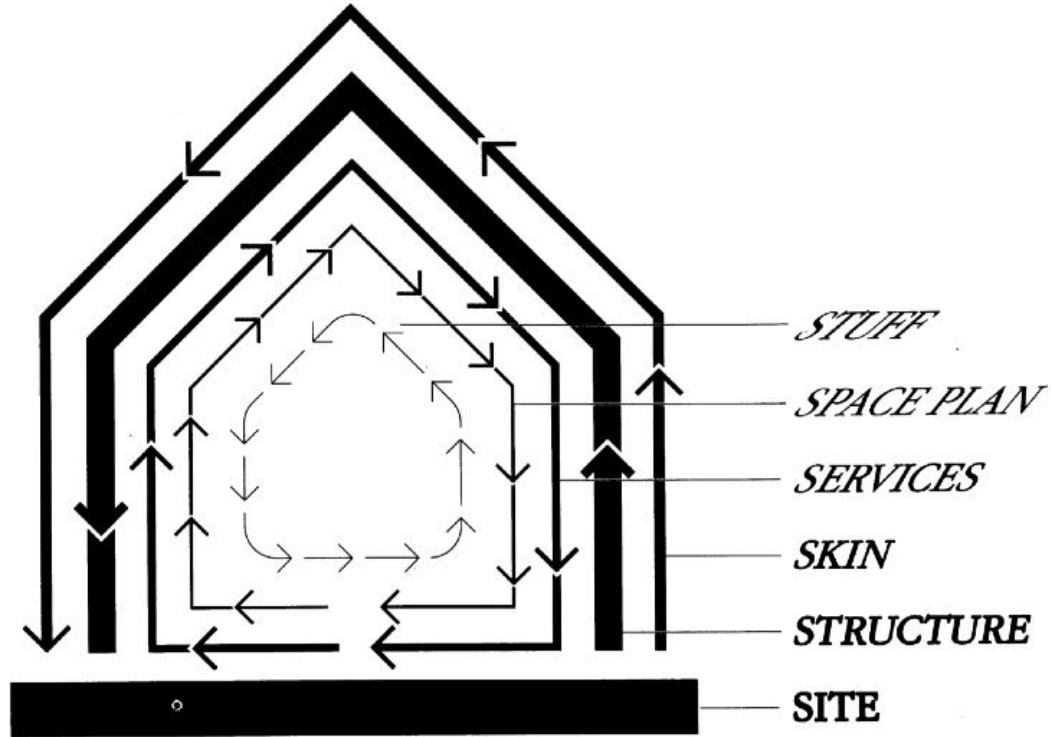
Hen Kaku



Art Education of Bauhaus

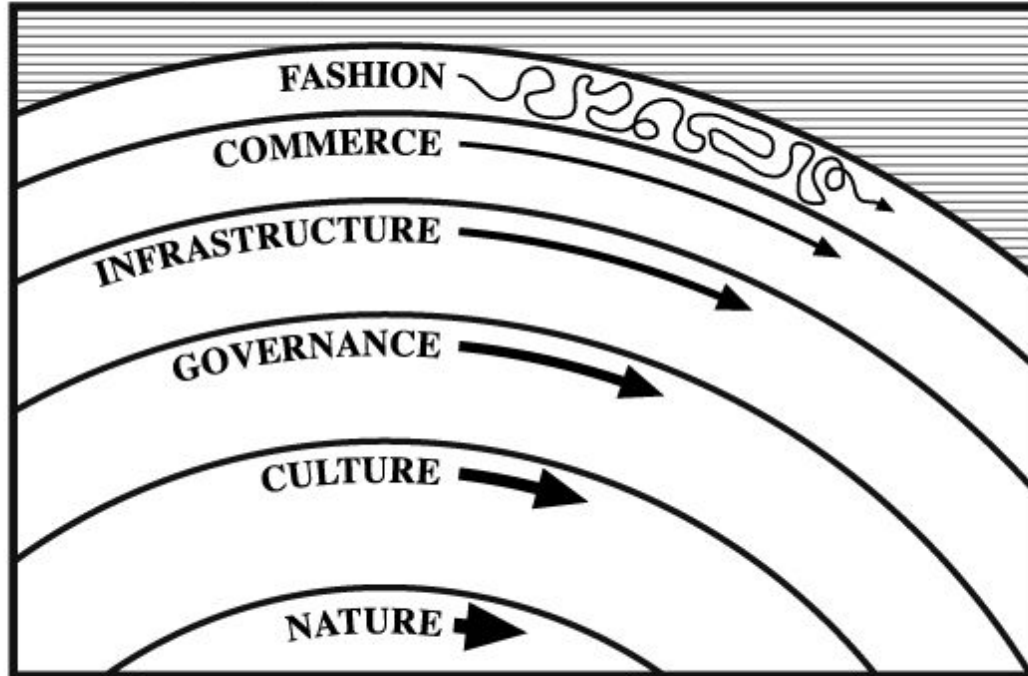








Pace Layering



Source: Brand, S., 1999, *The Clock of the Long Now*, p. 37.



Media Lab Master's Process

