Why did you agree to be a Pro Tem board member?

[...] this opportunity to recreate what Antioch should always have been. To help in a substantive way to build an institution of greatness. An institution that encourages young people to think for themselves, to backup their ideas with actual rigor and, and to appreciate the conflicting ideas of others. And to learn to think for themselves, and just the idea that we have an institution that has a long and wonderful legacy and yes, also has the opportunity to recreate it without having to recreate it while it's running.
[...] We have this great combination of an institution with a great legacy and at the same time has a pause in which we can really catch our breath and do what's right without having to keep it running day to day.
[...] I didn't want to disappoint anybody with my being on the board. I didn't want people to assume that I had great buckets of money that I could give the college. I didn't want anybody to assume that I had great huge amounts of time that I could give on a day to day basis to the college. So I think those were the two biggest concerns. That I didn't want to get onto the board under false pretenses. I wanted them to realize what it was that they were getting and what they weren't getting. And they insisted. They said no, we get that, but we like that you're young, younger than anybody else on the board, we like that you're in high-tech, we like that you're in the Northwest, where we don't have anybody else. And I'm sure they liked my charming smile and the rest but, they basically reassured me that I wasn't going to be disappointing anybody. And so I agreed to be on the board. So I agreed because I am very excited about the whole possibility of what we're doing. And I resisted because I didn't want to let anybody down.

What is your vision for the new Antioch?

An Antioch that has strong academics, full of people serious about learning. And intellectual rigor, I think the word rigor is very important to me. That I want people who don't just believe things, but they can back up their belief in something with strong argument and strong evidence. And that while their passion may be driven from their emotions, their action is backed up by their knowledge. That's a very important thing to me. Antioch has always, Antiochians in general, have always had an enormous amount of passion, have not always been very self-critical, they have not always been required to back up their ideas with intellectual rigor, and an explanation and evidence. And they have not been open to disagreement. And because their beliefs were largely unchallenged usually, and based upon emotion, rather than a whole series of arguments, they were very resistant to listening to or being in the presence, sometimes, of conflicting ideas. And so for me the vision of Antioch has to include a campus that's full of conflicting ideas. People have to be getting practice in defending their point of view. Not from attack, not from ad homonym, or emotional hurtful statements, but from honest legitimate inquiry. And that's what makes ideas strong. Not just the passion with which you state them.
[A new Antioch will] strongly encourages people to be agents of change in the world. [...] I don't want to create people who just go along, I want to create people who are going somewhere particular, who are trying to achieve a specific outcome that makes the world a better place than what they've found. And that that could be in small ways, or things that we consider small, it could be an artist, who is trying to awaken people to a whole set of ideas, it could be a scientist who is trying to change the dominant way of doing certain kinds of work, or take us further in new directions that are important, and it could be of course someone who is directly involved in something like social justice, where they're trying to directly deal with improving peoples lives today. I want all of those things to be valid, I want all of those things to be valued, but I don't want us to turn out people who just take the test and go on to the next thing. I want us to turn out people with agendas.
[At Antioch...] by and large, I think, if anything, we had more agenda then we had ideas.
[...] the fact that I felt less valued because I wasn't working on something that directly

improved some-body's life today. Um, I've never been a march in the streets activists, I've never been a volunteer in a soup kitchen, I'm much more driven by longer term improvements in the lot of the world, then by trying to solve an immediate crisis, and that's just my particular bent. I'd like us to create an Antioch in which all of those time-lines of helping somebody right this moment, helping somebody over the course of the next few years, and helping the whole civilization over the next ten or fifteen years, all of those time-lines are valued.

Antioch has long had more spirit than tolerance, Antioch has always prided itself, and when I say always I mean my time forward, I wouldn't know what was there before. But, its tolerance largely was tolerance of the Antioch culture, which was different from what people perceived main-stream America to be like, and in many ways it was different from what main-stream America was like, but there was a great deal of intolerance for diversity within the Antioch culture, within the Antioch bubble. We had a lot of people who came to Antioch because it was finally a place where they wouldn't be attacked for who they were, whether it was because they were gay or a feminist or communist or whatever, and, and so they were really happy to be in a place where they weren't being attacked for that, where they were valued, but all too often, and it happened an awful lot, and I think this continued all the way until as recent as a year or two ago, when the school shut down, all too often we would see those very same people not being tolerant of people who disagreed with them. They were overjoyed and it's easy to understand why, finally being in a place where they weren't under attack, but all too often they didn't take that to heart and not attack the person who's were different from them. And I think it's easy to understand in this situation why that would happen, because that person who disagrees with them represents what they've been fighting all their lives, but inside Antioch it has to be safe for all of those people to have their opinions and their ideas.

It has to be safe for everybody to challenge everybody else's ideas, including your ideas, and it has to be safe for everybody to try to work out what the arguments are that hold up their ideas, something beyond just their blind belief or their blind passion. And so I'm looking for diversity that will, in some sense, force everybody to reexamine their own ideas and figure out why they believe the things they believe, why they want to do the things they want to do. And to do that we're going to need a diversity of background, a diversity of economic, a diversity of color, a diversity of nationality, we need to make sure that people are dealing with a world that contains lots of different opinions and lots of different ideas, and that they're always testing their own ideas against those and with that academic rigor behind it that hopefully their own understanding of their own ideas is getting much richer, much deeper, and most importantly much more defensible and understandable and explicable then when they entered.

[...] I think out in co-op the world in general is not as intellectually rigorous as a college should be. And so, um, people are often, they're out on their own, on co-op, it's in general not very safe, in that sense of not being a closed community, not being a supervised community. and so people tend to be more defensive on co-op, they tend to act more defensively, they sometimes hide, or closet themselves, and I don't just mean for gay or whatever, but for whatever their ideas are. And they sort of go along to get along and the rest. College should be, the college campus environment should be, a situation in which people put their ideas out there, they live out, at the same time as they are trying to refine those ideas. So I don't think it's enough for the campus to be this nice comforting place where nobody ever challenges you and the workplace is where we're hoping that maybe happens because, all too often, all of us, and it continues on into adulthood, choose to avoid a piece of conflict instead of engage in it, get your teeth into it, really take the chance of being wrong, or having your ideas presented to you in a way you don't know how to defend. And I think that's the great thing that the cauldron of the college campus can offer, is that opportunity to be in a relatively safe place, and yet really getting practice at defending your ideas, living your ideals, and being challenged. So that when you do go into your co-op

position, and into the real world after that, you don't shut down, you don't hide your ideas, you have the great confidence because you understand your ideas better than just your intuitions about them, you know why you believe what you believe, and you're articulate about it and able to defend it, and not closed, it's not like your finished, god help us if any of us ever finish. But you're practiced at it. And the campus should be a great place for practicing.

How do you think Nonstop will be integrated into the new Antioch College?

I mean, mostly there isn't much I can say, we don't know, is what it really come down to. And there's really not very much that's known. Um, I think one of the most important things that we need to do is to think about, [...] we need to figure out what the right thing for Antioch is, what should it be, what do we want it to be? And when we know what it is we are trying to create, then we're in a much better position to look around at the resources available and try to make the best use of them to achieve that goal. And we're just beginning a process, that will take lots of people, not just the board, but lots of people a long time, to figure out what is it we're trying to create here. Because I think that's very important to kee-, the verb I like the use is 'create', not 'restore'. We're not trying to go back to some earlier state, we're trying to create a new thing. And when we know what it is what we're trying to create, we'll know what resources we need and how best to bring them to bare.

What was your major?

[in '77] I was a Drama major in New York City. [...] And that was just not me, I mean, I loved all the studies, but everything seemed to be pointing at, at least all the students around me were mostly interested in, and that had a big impact on how the courses went, in getting a spot on the chorus line in the next Broadway musical and I wasn't at all interested in that. And it didn't really help that I didn't like New York City at all. [...] and so I ended up leaving the drama program [...] and becoming a double major in Music and Computer Science and looking for another college to go to and ended up choosing Antioch, and thought I was going to continue my double major in Music and Computer Science, but computer science department had disappeared between the summer when I had visited and the fall when I arrived, and so I ended up being a Music major, or as I referred to it at the time, majoring in my avocation, majoring in my hobby, and teaching and TAing computing on the side. And did all my co-op jobs in computing, sometimes in finding a job in computing [laughs]. And ended up getting a BA in Music, ... and then went on to graduate school in Computer Science, and ended up at the Xerox Palawatta Research Center, probably, at the time, the most respected computer research center in the world.

What was your favorite co-op?

[...] This is 1980, I believe, it's spring/summer co-op [...] So it's a sixth month co-op and that means you can get a sort of longer job, and Al Denman, who I believe was a faculty member, and I think is still around, I don't know, had a son, Don Denman, who was working as a programmer, I believe, at a then much, much smaller company called Apple. [...] and he had set up a opportunity for a co-op position for me to come out and work on the Paskell Compiler for the Macintosh, (I think it was the Macintosh) and, uh, so I, probably wasn't the Macintosh, if I think about the time-line, anyway, it was some Apple compiler. And so I packed up everything, I thought this was a perfect co-op for me, what a really wonderful thing, and it was, I believe, my first co-op, so you know, I was really happy about this whole Antioch co-op thing, this was really great.
So [...] Apple was in like two different buildings, and Steve Jobs is walking around and it's all very exciting, and Don informs me that they have a hiring freeze, and they won't be able

to hire me. And so it's like a kick in the stomach, I have no backup plan, I have come all the way across the country, the good news is that my mother was living in Berkley, and so there was a place I could stay. But nothing was there. and Don had no hope for me. [...] so it was basically a completely dead end. And so I ended up looking around for jobs. [...] trying to find jobs in computing, which was a lot harder than, then say, a few years ago. And uh, I remember one of the jobs that looked really good was being a Unix system administrator for the US Geological Survey [...] and so I met with those guys, and I had the right background, and they were happy with me and I was happy with them. And this was gonna be great. And it turned out the position was actually outsourced to a company called EDF, which was a company founded and run by H. Ross Perot, later a presidential candidate, and um, so in fact it would be EDF that would be hiring me and not the government directly. But the three of us, [...] we went into the office of this woman who was the representative of EDF, and she was very happy that we had found one another and that this was a good match and so forth, and we're filling out all the paperwork and I remember, she said, I'll never forget because I remember the wording exactly, she said "And of course you'll need to shave your beard and cut your hair." and the 'of course' was the part that I'll never forget. And this was just a complete shock to me and to the other two guys. And they were just like "What's going on here? Why is that the case?" and so forth and so on, and it turns out that because I would be working for EDF and not working for the government, I have to follow the EDF dress code, etcetra, etcetra. And Mr. Perot doesn't approve of long hair or beards, so if you're going to be an EDF employee, you have to be clean-shaven and have short hair. And at the time I had a full beard, as I do now, a full beard and a long ponytail and um, and I remember the USGS guys could tell that I was thinking it over, that I was seriously considering this, because I really did want a job and it sounded like a good job for me, uh, and they said "Don't you dare. Don't you dare, we're really sorry not to get you, but you can't do this to yourself. Don't give in to this." And so I didn't. And I'm glad they, they did that. And uh, and I didn't get that job, it wasn't available to someone who looked like me. And so I kept on looking. And the real crisis point came when I found myself in a, ah I can still see this room so clearly, very high-ceilinged, huge football-field-sized room, filled with cubicles, [...] ringed with glass-fronted conference rooms, and, at Lockheed, Missiles and Space in Sunnydale, California. And I was sitting there in this room, listening to these two guys explain how great it was to work on the kinds of problems that they had, with missile guidance and, and I don't remember what all, but it struck me suddenly, while I'm in the middle of this conversation, just exactly where I am and who I'm talking to and the kind of job we're talking about and, and I realize I don't understand how I've gotten here. Am I desperate? Am I...? It was like a cognitive break. I had no real sense of what chain of events had gotten me here, but I knew it was wrong, and, and so I remember I interrupted the fellow, he was in the middle of a sentence, and I just sort of stood up and said "I'm, I'm sorry, I'm in the wrong place, I'm not... I have to go." And I got up and walked out. [...] and I remember I went out in the parking lot and sat in my mom's car that I had borrowed, and just cried, because I didn't understand how I could have gotten myself into such a situation and almost done something that felt so wrong to me. [...] and so I ended up spending a bunch more time unemployed, I was unemployed for about two and half months, out of my sixth month co-op period, and eventually got a job working on a research project at the Lawrence Berkley Laboratories, Department of Energy Research Facility, um, working for a research project that my dad was leading. And doing computer software for them to create graphs for mathematical functions, for publications, by the researchers.] And uh, you know it wasn't great, it didn't feel great that I was getting a job just because I knew my dad. But it was better than not having a job, and that's what my co-op ended up looking like. [...] it was quite a thing, and so that's my most memorable coop, I'm sure. I had a second co-op, um, before I left. I was only at Antioch for two years. [...] but I don't remember what the other co-op was. [...]

What is your position on open-source software in the context of higher education?

[...] My position is that there's a lot of great software that's open source, there's a lot of great software that's commercial, I'm not a zealot in either direction. I think that there are a lot of sources of cost of software, one of them is the purchase price, but much more of it is what happens after that, support and deployment and maintenance and growth. And that you need many situations to think about what you're requirements are, and uh, and then look at the various options that are available, and count the complete costs, [...] not just the cost of purchasing and figure out which one is best for you. And in some cases it will be open source and in some cases it will not be. And that's the right way to choose software and not based on ideology, and I think the key thing I think we need to do is to share the cost of software with other colleges, the obvious group would be the Great Lakes College Association, they're a bunch of small institutions like Antioch that are spending a large amount of money on software, on the whole cycle of software, and that maybe we can have different institutions specialize a little bit in what they provide and they share to the rest of the members of the coalition, and others share other parts. And so that we might be able to run personnel management and payroll through one system that one member of the associates pays for and maintains and we might be able to run, you know, content management for academics in a different way, and again, share these resources across various institutions whether it's GLCA or it's the colleges of the Miami Valley or whatever. [...] There's a number of things that really the needs of one school are very similar to the needs of another, in the area of software, and that you might be able to share but there are so very much software that has to be considered. You know, there are of course things like how you get materials posted, or encourage conversation among academic members of the community but there's also software for budget and accounting and personnel or requiting and admissions, and managing the physical plant, and the library, and just on and on and on and we aren't going to find a single piece of software that's going to meet all of our needs across that huge breadth, and so I just think we just need to take a very clear-eyed non-ideological point of view about it and make the best decisions for each case, really considering what the requirements are.

What are you doing now?

[...] There's a huge revolution in computers coming, very shortly, it's nearly upon us, most of the general public is unaware of it. It's an enormous crisis of the industry, the industry calls it many-core, or multi-core. but what it really comes down to is we cant afford to make computers faster, we know how to make them faster, but we cant afford it. and the thing we cant afford is heat. its not money, its nothing else, its heat. to make the computers go faster, we have to get hotter. and we already are at the limit of how fast we can remove heat from the chip. and it terns out there's really only one solution, and that's to run slower, and that's not good because we only have greater and greater demands being made on computers and so the only solution to that, the nice thing is slower computers can be very very small, we're still good at making things smaller and smaller and smaller, we don't seem to be close to the edge of that. So the only thing that we can do is instead of having faster computers, we can have lots more smaller slower computers, and so it used to be that you know everybody would know there's this thing called the central processing unit, and it had instruction, and blah and blah and blah. today the industry calls that the core, the core of the computer.
[...] we're moving towards a world where that little desktop computer that you've got, is going to have, we cant make its one computer be any faster, its one processor be any faster, because we cant cool it fast enough. your computer is going to get a lot more processors, and the reason this is a crisis, so by a lot more I mean you know, within a few years you wont be able to buy a home computer that has fewer than four or 8 processors in it. and if you're buying a high-end computer, like an engineering workstation, it will within say five years, have over a hundred processors in it. and the crisis is that we don't know

how to use that many. you're not doing that many things. so we have to take you know, the applications that you're using and they have to be written in a different way, so they can take advantage of multiple processors.

[...] make no mistakes, the computers, the individual processors are going to get slower from here on out, not faster. Because it's all about saving energy.

[So I'm working] under a senior vice president at Microsoft, [...] he reports directly to Steve Ballmer, the chairman or CEO of the company. and we're this little group of about 75 people. [...] and so we're this very strange group over on the side, who's basically trying to figure out how should we build computers that are vastly more secure, vastly more reliable, vastly more connected to the network. and able to deal with vast numbers of processors, because its not the way that any of the existing operating systems, whether it's Windows or Linux or Mac OS, they're all the same, and they're all based on ideas that were maybe right 30 years ago, maybe, but they're certainly wrong now. [...] it's an opportunity to do things right, which is every engineer's dream, we aren't trying to make sure that we can run old programs, we're just trying to create a new operating system that's really right. And then we'll worry a little bit later about how maybe that becomes a product and how it has to deal with the real world. But first we get it right.

[...] really great jump from that to the Antioch experience, which is that we really are trying to figure out not how to restore the Antioch of two years ago, or five years ago, or 50 years ago, we're trying to figure out for today, the right Antioch and build that. and that's what's so incredibly exciting about this opportunity.

[...] I mean, the board's job is to guide the overall process and in particular for these parts were you just can't have a whole mob of people involved, getting these legal agreements and getting separated from the university. Getting the money lined up. Um, and all these other things that have to happen in order to really begin the process of figuring out what is the right Antioch for the 21st century. And that's a process where we expect to get a lot more people involved and try to figure out what the right thing is and once we know what we're trying to build, then we can look around at the resources that are available, and figure out how to best bring them to bare to achieve that.

Before the school closed down in April of '07, before the announcement, that huge surprising announcement, that it was going to close down, i was part of something called the Antioch science advisory board, which Aimee Maruyama formed from alumni who were in the sciences, and we all came to campus in April, and we got a tour of the science building and talked to a bunch of faculty and talked about how best we, from the outside, could help the sciences at Antioch, by bringing to bare all of these incredibly accomplished science alumni of the college who have so many wonderful contacts and can bring such resources to bare to help science education at Antioch and it was so exciting.

It was a wonderful group of people and we were sitting around and talking about the great things that we could do, starting seminar series and, you know, we have colleagues that we can press into service to come and give talks. And it was just this wonderful thing. And like a month and a half later comes this stunning announcement, that the school is shutting down. And it's just like another kick in the stomach.

[...] that was the first time I'd been back to Yellow Spring in 25 years, which is a very, very trippy experience. Oh my god, I just had to get away from people and walk on campus. It's like all these ghosts are talking to me. [...] things that I'd just completely forgotten. [...] it was just an incredible experience for me to just sit there and regain all these memories, of what had happened.

And then a month and a half later "No, no, no, we're going to shut it all down." [...] it was just a knife. So that's one of the things we talk about a lot on the board, and you know, exactly what are the conditions of these buildings, exactly what can we afford to save, what can we not afford to save.