A Guidebook for
Teaching High-Tech Kids: Landscape For Learning

Prepared for the Dartmouth Schools Partnership, and the
Upper Valley Business Education Partnership, Hanover, NH

Download the Acrobat 4.0 PDF version at: http://www.xeniumgroup.com/learning.pdf

by Michael J. Yacavone

November 10, 1999

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Digital business strategy
Internet software engineering
Website design/build

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Summary Overview

In the **creative realm,**
Art and *Graphic Design*, along with
Information Architecture, are combining with
Traditional Publishing and
On-Demand Web Publishing, to create new forms such as
Online Journals and Weblogs, and influence old forms like
Books and
Print design.

All this alters our **personal sphere of influence –**
Long-distance mentors and
non-geographic communities
permit the *development* of very large projects
and can even *improve our business* negotiation position.

This larger sphere of influence creates **social opportunities –**
sharing large data sets
and *political quagmires.*

Social opportunities require new levels of **psychological maturity.**
Now that people can get *niche recognition,*
niche training,
niche success,
we have to learn to *break out* of our niches!

Trends for the **learning landscape**
Continuous learning is the baseline
Spot-learning is the likely mode
Hopefully allows a *well-rounded,* balanced lifestyle
Personal communication skills must keep pace
Work habits are changing
Multi-tasking may be cramping long-term vision
People must become *media and market savvy*

Discussion and dialogue

Technology...
like *electricity* and the steam engine
So general purpose, so complex, *so mysterious, so magical*
Remember *Haroun...*

Expanded Comments

In the **creative realm,**
- *Art and Graphic Design*, along with
  - CT DPUC
    - Illustration, design, educational architecture
    - A graphically rich medium requires more artists
- *Information Architecture,* are combining with
  - FOOTAGE.net
    - Task-oriented architecture
  - Colby-Sawyer College
    - Multiple audiences = empathy requirement
- *Traditional Publishing* and
  - Gleick
    - Author website promotes book in his own manner
    - Retains control of his image
- *On-Demand Web Publishing,* to create new forms such as
  - Fatbrain.com eMatter
    - Publishes single-copy on demand of any author's work
- *Online Journals and Weblogs,* and influence old forms like
  - Edge.org
    - Mind stretches
  - Tomalak's Realm
    - Ongoing insight
  - CamWorld
    - Full-time web (Borders)
  - Memepool
    - Portal potty – web overload
- *Books* and
  - The Cluetrain Manifesto
    - Started as a website
    - Mentioned in WSJ – same-day auction
- *Print design*
  - Whole Health Guide Cover Design
    - Looks like website
    - Masthead, navigation, body content
    - Designer didn't realize it
    - Even has a 'frame' for the address information

All this alters our **personal sphere of influence –**
- *Long-distance mentors* and
  - The LookOut.net
    - Specific, focused personal interactions
    - A move toward oral culture
- *non-geographic communities*
  - Slashdot.org
    - Topical and technical

permit the *development* of very large projects
ACS
Collaboration tools
Software for people
and can even *improve our business* negotiation position.
Ten Developer Commandments
Encouraging better, more open business

This larger sphere of influence creates **social opportunities –**
sharing large data sets
Scorecard.org
Informed decisions
and political quagmires.
www.jesseventura.com vs. www.jesseventura.org.
Take your pick

Social opportunities require new levels of **psychological maturity.**
Now that people can get *niche recognition,*
Philip Greenspun
niche training,
ArsDigita boot camp
niche success,
ArsDigita.org prize
we have to learn to *break out* of our niches!
Ad Busters and The Neiman-Marcus Cookie Recipe
Pay attention or lose your place.

Trends for the **learning landscape**
Continuous learning is the baseline
Spot-learning is the likely mode
Hopefully allows a *well-rounded, balanced* lifestyle
Personal communication skills must keep pace
Work habits are changing
Multi-tasking may be cramping long-term vision
People must be *media and market savvy*

Discussion and dialogue

Technology...
like *electricity* and the steam engine
is an imagination machine.
So general purpose, so complex, *so mysterious and magical*
we project our hopes and dreams and fears and trust into them.
Suddenly, *storytelling matters* as much as form or function.
Remember *Haroun...*
Cited by Edward Tufte in Visual Explanations, pg. 120.

CONNECTICUT DEPARTMENT OF PUBLIC UTILITY CONTROL

WELCOME to the DPUC's electric choice web site. Please bookmark this site and check back again. We'll be expanding it to help you make an informed decision when choosing an electric supplier.

Electric Choice in Connecticut

In the year 2000, Connecticut consumers will be able to choose their electric supplier, which is the company that produces electricity, for the first time. Your electricity will still be delivered by your local utility, which will now be called your electric distribution company. Whether you choose an electric supplier or choose not to choose, your lights will stay on. This web site will tell you all the details.

Who is the Department of Public Utility Control (DPUC)?

The Department of Public Utility Control

CONNECTICUT DEPARTMENT OF PUBLIC UTILITY CONTROL

Consumers

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Understanding Your Bill

FOOTAGE.net
The stock, archival & news footage network

Global Search
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Newswire
Directory
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Store
Info
Home

On the Newswire: AltaVista Selects INTERVU as the Official Streaming Media Provider for the Launch of the New AltaVista Network

GO TO HEADLINES

FOOTAGE.net is...

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- Academic Programs
- Admissions
- Athletics
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Colby-Sawyer College

Prospective Students

"Learning Among Friends" is more than a phrase, it's reality!

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CSC On The Road
Information Nights

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Take a Virtual Tour!
Meet the Tour Guides

Please Send Me More Information
Send My Friend Some Information

Message from the Dean of Admissions
Admissions and Financial Aid Office

Browse around, take a virtual tour, meet our students and tour guides. We've tried to make the "feel" of Colby-Sawyer come through, that undeniable quality of friendliness that our visitors experience when they come on campus. If you like what you see, let us know! We'll send you more information or arrange a visit for you.

As you begin your journey with us, please don't hesitate to contact us at csadmiss@colby-sawyer.edu. We look forward to meeting you!

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James Gleick

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  (Before I shop again.) Ebay deconstructed.
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- I Have Seen the Future
  and it's still in the future. How the Internet looked, long, long ago, to an accidental entrepreneur.

Modern Marvels

Here we are in the waning days of the millennium, and what really matters? It turns out (or so it seems to me) to be not a computer bug (here, for the record, is my Y2K predication as of Year Minus One); not the bomb or the information revolution (that is, not *only* those things, though they are close to the heart of the story); it's our altered, strained, intensified, and sometimes fractured relationship with time. To say we're in a rush doesn't even begin to cover it.

So Faster: The Acceleration of Just About Everything, is my new book (and has its own Web site):

Bio

James Gleick is the author of *Chaos: Making a New Science* (Viking Penguin, 1987) and *Genius: The Life and Science of Richard Feynman* (Pantheon, 1992). Both books were Pulitzer Prize and National Book Award finalists in the United States and have been widely translated abroad.

A native of New York, Gleick graduated from Harvard College in 1976 and helped found Metropolis, a Minneapolis weekly. Then he worked for ten years as an editor and reporter for The New York Times. In 1989-90 he was the McGraw Distinguished Lecturer at Princeton University. He collaborated with the photographer Eliot Porter on Nature's Chaos (Viking Penguin,

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November 8, 1999

Fatbrain's CEO heralds the future of publishing in the Internet Age

By Michael Vizard
InfoWorld Electric

Every now and again a company comes along and changes our way of thinking. In the television industry that company was CNN. In the computer industry it was Intel. And most recently in the Internet economy, Amazon.com altered our notions about buying retail products. The next heir to that tradition might be a small company called Fatbrain that is widely seen as the catalyst for a wave of digital publishing ready to sweep through the publishing industry. *InfoWorld* Editor in Chief Michael Vizard talked with Fatbrain CEO Chris MacAskill about what people should learn to expect from the $253 billion publishing industry in the age of the Internet.

InfoWorld: What's the history of Fatbrain?

MacAskill: Fatbrain started as a bookseller. We were different from Amazon in that we were mainly aimed at professionals in corporations. It's a nice section of the book-selling industry; we were the second fastest growing public company in Silicon Valley. We then began to get into print-on-demand publications. For example, if you're Sun, you really are a publisher because you have 800 books [in the form of manuals and documentation] and 300 people writing those books. But you're probably not too good at the distribution of those titles. And companies such as Borders and Barnes & Noble are not good channels for you. So what they do is give us the electronic files and we put them on our Web site where they pop up on all the search engines and then sell well. It's nice for Sun because it reduces their support costs and increases the momentum of their product and so on. And then we oversee the printing and do all the logistics.

InfoWorld: So how is that business evolving?

MacAskill: What came next, which is by far the most interesting piece, is that we decided to just sell electronic documents. We spent a year trying to secure them, which is not an easy task. But once you

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eMatter lets individuals and companies publish and securely sell their work in digital format and receive a royalty on every copy sold.

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The eMatter Cycle

Questions?
Read our FAQs to get the nitty gritty.

secure them, so the copyright is protected, then it opens up a whole new world of things, especially in the way people pay for its electronic documents.

InfoWorld: Such as what?

MacAskill: Gutenberg became the most influential man of this millennium by producing a printing press so that everybody could read. The Internet made this huge change so everybody could publish. Not only could they become readers, but they could also publish. But everything they published had to be for free. What we're enabling is for people to publish, protect their copyright, and to charge for it for the first time in history. It's going to be an interesting experiment.

InfoWorld: What's wrong with the current book-publishing model?

MacAskill: I would maintain that there is no economic model, and there hasn't been for more than a century, for anything longer than a magazine article or shorter than a book, especially speeches, conference proceedings, research reports, white papers, or even short stories.

InfoWorld: So will this new type of publishing model replace the models we know today?

MacAskill: That's possible, but I personally believe that's not going to happen. I believe that these different channels are almost always additive. For example, when videotape came out, there was a big uproar among the movie studios and the theater owners. Well, it turns out the movies actually made more money once videotapes came along than they did before.

InfoWorld: Do the leading companies in the publishing industry understand this yet?

MacAskill: I don't think anybody fully understands the issues. What the publishing companies have told me is that we have let the genie out of the bottle. Most of the publishers now, after [taking] a couple of months to think about it, are saying they can get incremental revenues from books because, for example, if it's a reference book and they put it in digital form, people in France and Brazil can buy it. Before it was too expensive for them; the shipping was too expensive, and the tax they had to pay at the border was too expensive. In addition, they can generate excitement for a book by putting previews out. And they can get authors more recognition by having them publish their short stories and speeches. So I think it is an opportunity.

InfoWorld: So what's the potential downside for these companies then?

MacAskill: There is one issue. The economic model is quite different than it is for a book or a magazine article or something like that. The economic model is that we pay a 50 percent royalty to the author, and with a book you get 10 percent of the wholesale price. So if you just compute how many books you have to sell, and how long it takes you to write that book and everything, the economic model for what we do can be pretty sweet for an author. And that does threaten the publishers a little bit. When someone like Stephen King comes up and sells a million short stories and he gets 50 percent for each of those short stories, that's going to be phenomenal.

For an overview of recent *InfoWorld Electric* interviews, go to Interviews at a glance.

Go to the **Week's Top News Stories**

Please direct your comments to InfoWorld Deputy News Editor, Carolyn April

Edge

To arrive at the edge of the world's knowledge, seek out the most complex and sophisticated minds, put them in a room together, and have them ask each other the questions they are asking themselves.

November 4, 1999

THE THIRD CULTURE

"THE THING THAT I CALL DOUG"

A Talk with Douglas Rushkoff

The most dangerous thing about a "Just Do It "society is that it compels us to act on reflex - not intention. We are led to believe we are acting from the gut. That we are somehow connecting with our emotions and bypassing our neuroses. But this isn't true at all. We are merely moving impulsively. It's not from the gut. And the more impulsively we act, the more easily we can be led where we might not truly want to go. People who act automatically are the easiest to control - by marketers, by anyone. There's less intention and thus less life involvement.

The Reality Club

Today's leading thinkers accept the Edge challenge

► *The World Question Center*
George Dyson suggest next year's question.

► *How To Get Rich*
Paul Davies, Philip W. Anderson, and Joseph Traub on Jared Diamond's talk. Join the Edge public forum at FEED

► *Dennett's Deal*
Nicholas Humphrey, Colin Tudge,

► *THE END OF TIME*
A Talk with Julian Barbour

As we live we seem to move through a succession of instants of time, nows, and the question is, what are they? They are where everything in the universe is at this moment, now.

Peter Tallack , and David Berreby on Mephistopheles' options.

► *What Is the Most Important Invention of the Past 2,000 Years?Gino Segre (the lens), Colin Tudge (The plough), Murray Gell-Mann (disbelief in the supernatural); Patrick Bateson (leaping monks).*

► About *Edge* Public Forums at FEED Magazine

► *EDGE FEATURES ARCHIVE*

► *CHILDREN DON'T DO THINGS HALF WAY*
A Talk with Judith Rich Harris

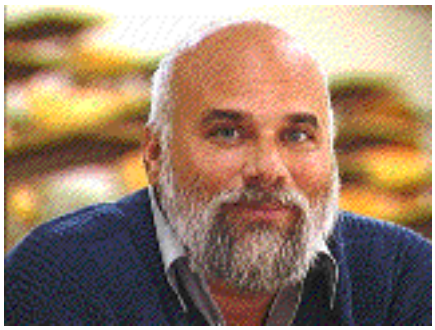
► *RESCUING MEMORY*
A Talk with Steven Rose

► *THE MILLION-DOLLAR SCIENCE PRIZE*

► *DENNETT'S DEAL*
A Talk by Daniel C. Dennett

► *HOW TO GET RICH*
A Talk by Jared Diamond

► *THE DISRESPECTED STUDENT — OR —THE NEED FOR THE VIRTUAL UNIVERSITY*
A Talk with Roger Schank



We know that Virtual U will serve up electronic courses, and therein lies the excitement. People are actually thinking about designing courses in a new way. What exactly should the offerings of a university be? What should a course be? Should there be courses at all? How can we make education better?

► *Edge In The News*

Wired

"AGENT PROVOCATEUR "
John Brockman - literary impresario, idea guy, brat - is on a mission to force book publishing to accept its digital destiny. By Warren St. John - (September 1999)

"Charisma gets you shot," Brockman says as he steps awkwardly over a puddle. "Nobody bothers to shoot bores. I like to say I'm 'post-interesting.'"

"You're not interesting?"

"Not not-interesting!" he snaps. "Post-interesting! Interesting doesn't pay. Well, it pays once, but not twice. I used to be interesting. I was, like, the It Boy.

T O D A Y ' S L I N K S « Edited by Lawrence Lee

Monday November 8, 1999
updated at 12:47:03 PM Pacific Time

Industry Standard: Architecting Innovation. Lawrence Lessig. The network is to be kept simple, incapable of discrimination. What is allowed in the Internet is what users demand. The innovations that are permitted are those that users find useful. No central or strategic actor gets to decide how the network will evolve. The network is constituted to disable that sort of control.

Industry Standard: Meet Me in Britannia. It wasn't the technology that was compelling. Players could find faster and more fantastic graphics in packaged, out-of-the-box games. People who liked to play games online were excited by the social experience of it.

InfoWorld: Online collaboration revolutionizes design process. Collaborative design and manufacturing tools, formerly the sole domain of industrial giants such as Ford and Boeing, will soon be available to smaller companies thanks to a new generation of emerging Web-based design tools and services.

- Executive Edge: From June-July 1999; Hatching the Helibus. Gartner Group.

SF Chronicle: HP Unveils Web-Centric Vision of Future. HP Labs last week unveiled ``CoolTown,'' its Web-centric concept of a future world, where Muni riders, using a wireless device, could tap into a bus' Web site to find out how late it was running. And where a smart alarm clock would access your electronic calendar and know what time to wake you in the morning.

PC Week: When listening to customers is the wrong thing to do. Digital did everything its customers told it to do, technologically advancing its incredibly prosperous minicomputers. In the process, the company missed the future by not taking steps to ensure its viability in the post-minicomputer era.

Interactive Week: Rich Media Faces Online Obstacles. Emerging wisdom in the industry suggests that rich-media ads are expensive to produce, can make Web sites crash and do not generate enough added consumer response to warrant the headaches they create.

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Past five days of Today's Links

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Conferences and Events

Stories

Today's Links Newsletter

Support the site

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NEW URL:
www.tomalak.org

Conferences and Events Recently Added

Web Design 2000/Atlanta (*February 7-8 in Atlanta, Georgia*): "Real World Design and Technologies"

Freedom Forum Technology Author Program with David Shenk (*December 1 in Arlington, Virginia at 6PM*): "how new media and media technology have shortened attention spans — and how that has affected the media themselves"

ClickZ: ExcessVoice.com. Well, I have a feeling that excess voice is going to start depressing responses to just about any online marketing effort. The online environment is getting noisier and noisier. Heaven help us when 'broadband' finally gets to us. That will mean more noise, more rich media, more flashing and sound.

Salon: GM's e-mobile magnate. Q&A with Mark Hogan, group VP of e-GM. To be straightforward about it, it changes everything we do -- it changes our manufacturing model, because rather than having long pipelines of work-in-process inventory, and long pipelines of finished-good inventory at the dealerships, we're going to shorten both.

Web Informant: Using email to effectively communicate with your customers. The best eCommerce is all about managing communication with your customers. The stamps.com and ITN sites understand this and have put the effort into prompt and helpful email support.

NY Times: Online Companies Squander Public´s Trust. These disclosures are what provide readers, listeners and viewers of traditional media the context to judge what they read, hear or see. But it is not incumbent upon today's commercial Internet, either by tradition or law, to provide such context.

InfoWorld: Neuromedia offers Web sites virtual customer service reps. "It's certainly a natural evolution. People are getting used to asking questions on the Net," said Rex Baldazo, an analyst in the site operations strategies group at Jupiter Communications, in San Francisco. "It's a lot cheaper to run a Web site to answer customers' questions than it is to run a call center."

Information Week: But The Computer Said ... Had the airline enforced so stringent a set of rules that its employees have no discretion to use their own common sense? Or was this vignette just another example of people viewing the technology we develop as a silver bullet, relieving them of all need to interpret the data they see before them on the screen?

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CAMWORLD

Random Thoughts, New Media, Web Design

Quote-O-Matic:
"Cam always finds cool stuff. Plus, he's got great legs."
- Adam Rakunas

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England
(10.7.99)

Got a Link?

Share

Search CamWorld for: Search

Help

Monday, November 8, 1999

I feel completely burned out and I don't know why.

Does anyone else have a problem with the new MacOS Open/Save dialog interface being completely sucky? I love using Default Folder to quickly navigate multiple folders and volumes, and the new Open/Save interface has a really crappy implementation of this same functionality, and at the same time renders Default Folder useless. Ugh.

I saw "The Insider" and "The House on Haunted Hill" this weekend. The first was superb and second totally sucked. I don't have enough energy right now to write more about them. Maybe I'm coming down with something.

Related Meta: Why do all the movie web sites now use extensive Flash? They also do browser detects that spit back "Sorry, you don't have the Flash plug-in, so fuck off" pages **even though I do** have a Flash plug-in installed, albeit an old one.

I find it interesting that on several mailing lists I'm subscribed to, people are already talking about Microsoft in the past tense. "Microsoft was a great company" and "It was great while it lasted."

Well said, Rogers.

Sites I Visit Often

Alamut
anthonyjhicks.com
Bifurcated Rivets
Boy and His Basement
BradLands
Bump
Cardhouse
Crossfader
Dack.com
Daily Doozer
Dan Bricklin's Log
DanDot
Dwelling
EatonWeb
Evhead
Factovision
Flutterby
GeneHack
Gorjuss
Grouse!
Hack the Planet
Haddock Directory
Have Browser, Will Travel
Honeyguide
jjg.net
Julienne
Kempa
kottke.org
Lake Effect
LemonYellow
Linkwatcher
LogJam
Looka!
MagnetBox
melty
MetaFilter
MetaGrrrl
MetaScene
MrBarrett.com
My Dog On the Radio
Noise Between Stations
NowThis.com
NQPAOFU

Saturday, November 6, 1999

It is a great day!

- Wired: DOJ's Finding of Facts
- NY Times: Microsoft Trial Findings of Facts
- Wired: Judge says 'Gates Was Main Culprit'
- Merc: MS to fight back, possibly settle
- CNN: Judge Rules Microsoft is a Monopoly
- Salon: It Reads Like a Novel

Friday, November 5, 1999

Rafe is hosting a copy of the Jakob Nielsen Drinking Game.

It's not looking too good for Microsoft. [Yay.]

Thursday, November 4, 1999

"Dude, you bought a chick car!". [found at This is News] For the record, I drive a 1995 Jetta.

camworld.org and camworld.net now point to this web site. [Depending on your ISP, propagation will take another 24 hours]

U.S. Patent and Trademark Office: Search for a trademark. [Useful!]

Bruce Tognazzini talks about the advent of a truly personal computer network where access to private files is available from anywhere on the globe. He gets pretty deep into the concept of security vs. privacy and what can be done to make global networks more secure.

The morons were probably trying to scam the Mafia or something.

memepool

this document best viewed at 300 dpi

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Monday Oct, 25 1999

Possible new trend: Resurrecting defunct brands for online use. First sighting: the return of S&H Green Stamps as "S&H Greenpoints."
to Commerce by tregoweth

Sunday Oct, 24 1999

I'm embarrassed to admit that I found this site based on a reference from a friend, not from being bored and typing in random urls.
to Humor by djinn

Two authors who don't get read enough today, the eminently quotable G.K. Chesterton, and Hilaire Belloc, the only man to every write a drinking song about the Pelagian Heresy
to Literature by mpc

Support the C.A.O.F.! Even if it means your amazon.com stock will suffer...
to Web by djinn

Saturday Oct, 23 1999

The Fight Club website has two trailers made by Fight Club director David Fincher. Unfortunately, 20th Century Fox refused to air these very bizzare and funny trailers: one with Brad Pitt and one with Ed Norton. For the actual trailer the studio used, go to the unofficial site.
to Movies by earmouse

So. Which disease of consciousness do **you** suffer from?
to Health by pjammer

Does God lie? Syndicate 23 certainly thinks so.
to Religion by pjammer

Next time you think, think Fertnel, a leading producer of snaks™and snak™ by-products. Check out their high tech snack™technology and their online zine for teens.
to Humor by riotnrrd

If the Sony Aibo's $2000 price tag is too steep, you can always make your own robotic pet. Lego Mindstorms are, of course, an option but for the more adventurous there is Solarbotics, which sells kits and parts for various simple but elegant robots. Craig Maynard also sells kits for his "Cybug" robots, including solar powered bugs that can stalk each other and feed from a cyborg sunflower powerplant. Make sure to check out Robohoo, a good general source for robotics information, books and companies.
to Robotics by riotnrrd

Friday Oct, 22 1999

The World's Only Missile Silo Luxury Home with Runway
to Gadgets by faisal

Pyradyne has got to be a joke, the owner has to be kidding us. *Nobody* can wear this hat and be taken seriously.
to Wackos by mpc

This is it kids, one stop shopping for all your weird people needs, find out about Forbidden Archaeology, crop circle research, wacky crystals, and every other weirdness the human mind can conceive of, just go to The Leading Edge International Research Group. Accept no substitutes.
to Wackos by mpc

If you are like me, maybe you wonder exactly when works pass into the public domain. This has all been changed as a result of Sonny Bono or someone using his name, because now that coporations own a lot of works, instead of individuals, and corporations live forever, the list probably won't get much longer.
to Law by birgitte

During test detonations of atomic bombs during WWII, scientists encountered the electronics-destroying effects of EMPs (Electro Magnetic Pulse). Soon, it was discovered that EMPs can be generated *without* nuclear weapons. Everything you memepool-reading terrorists ever wanted to know about flux-compression generators and E-bombs can be found here.
to Warfare by pjammer

Remember that guy who spent his junior year abroad who came back to school with better shoes and a girlfriend in Barcelona? Be like him. If you know where you want to go search by country. If you just want general information start here. You can even find someone else to pay for you.
to Travel by birgitte

For those of you just can't get enough Pokey the Penguin, it's time to rejoice -- introducing Dada Pokey, a computer-generated version of the classic.
to Comics by jon

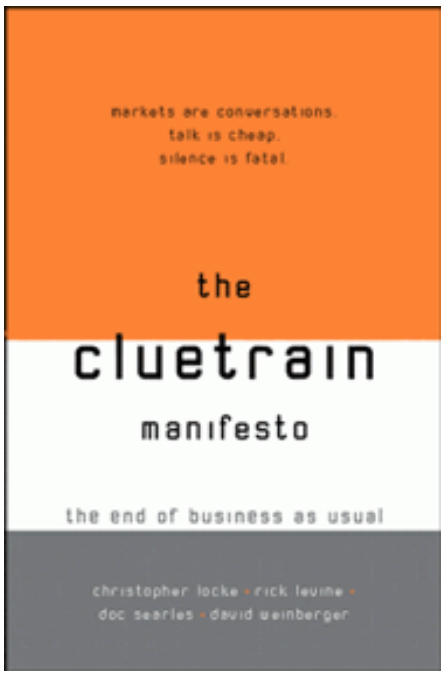
For those of you who are suicidal and/or lazy, check out the Rollerpup 900, an electric skate tow vehicle that promises to spice up your rollerblading sessions.
to Transportation by jon

Bob Burden is perhaps the only surrealist cartoonist. His Mystermen comics inspired the Ben Stiller movie, but he is best known in the comics world for his Flaming Carrot Comics. The Flaming Carrot is a Zen-idiot superhero, lover of life, and he frequently says, "Ut!" He even has his own action figure.
to Comics by earmouse

Thursday Oct, 21 1999

Why learn an artificial language when you can build your own? You'll need a lot of time, and a little help from the Language Construction Kit.
to Linguistics by joshua

people of earth...



La gente se reconoce como tal por el sonido de esta voz.

Les gens se reconnaissent entre eux grâce au son même d'une telle voix.

Menschen erkennen sich am Klang dieser Stimme.

Le persone si riconoscono tra loro come tali dal suono di questa voce.

人は、このような声によってお互いをその人だと認識する

A powerful global conversation has begun. Through the Internet, people are discovering and inventing new ways to share relevant knowledge with blinding speed. As a direct result, markets are getting smarter—and getting smarter faster than most companies.

Read about the book

Read the Manifesto
Sign the Manifesto

Read the Bumper Sticker

Buzz
Fuzz
Reach

"The clue train stopped there four times a day for ten years and they never took delivery."
—Veteran of a firm now free-falling out of the Fortune 500

"...companies so lobotomized that they can't speak in a recognizably human voice build sites that smell like death."
—"Fear and Loathing on the Web" The Industry Standard and CNN Interactive

Clues You Can Use

These markets are conversations. Their members communicate in language that is natural, open, honest, direct, funny and often shocking. Whether explaining or complaining, joking or serious, the human voice is unmistakably genuine. It can't be faked.

Most corporations, on the other hand, only know how to talk in the soothing, humorless monotone of the mission statement, marketing brochure, and your-call-is-important-to-us busy signal. Same old tone, same old lies. No wonder networked markets have no respect for companies unable or unwilling to speak as they do.

But learning to speak in a human voice is not some trick, nor will corporations convince us they are human with lip

Online Markets...

Networked markets are beginning to self-organize faster than the companies that have traditionally served them. Thanks to the web, markets are becoming better informed, smarter, and more demanding of qualities missing from most business organizations.

...People of Earth

The sky is open to the stars. Clouds roll over us night and day. Oceans rise and fall. Whatever you may have heard, this is our world, our place to be. Whatever you've been told, our flags fly free. Our heart goes on forever. People of Earth, remember.

95 Theses

Signers & Comments

1. Markets are conversations.
2. Markets consist of human beings, not demographic sectors.
3. Conversations among human beings ***sound*** human. They are conducted in a human voice.
4. Whether delivering information, opinions, perspectives, dissenting arguments or humorous asides, the human voice is typically open, natural, uncontrived.
5. People recognize each other as such from the sound of this voice.
6. The Internet is enabling conversations among human beings that were simply not possible in the era of mass media.
7. Hyperlinks subvert hierarchy.
8. In both ***inter***networked markets and among ***intra***networked employees, people are speaking to each other in a powerful new way.
9. These networked conversations are enabling powerful new forms of social organization and knowledge exchange to emerge.
10. As a result, markets are getting smarter, more informed, more organized. Participation in a networked market changes people fundamentally.
11. People in networked markets have figured out that they get far better information and support from one another than from vendors. So much for corporate rhetoric about adding value to commoditized products.
12. There are no secrets. The networked market knows more than companies do about their own products. And whether the news is good or bad, they tell everyone.
13. What's happening to markets is also happening among employees. A metaphysical construct called "The Company" is the only thing standing between the two.
14. Corporations do not speak in the same voice as these new networked conversations. To their intended online audiences, companies sound hollow, flat, literally inhuman.
15. In just a few more years, the current homogenized "voice" of business—the sound of mission statements and brochures—will seem as contrived and artificial as the language of the 18th century French court.
16. Already, companies that speak in the language of the pitch, the dog-and-pony

Upper Valley Guide to

Whole Health

November, 1999
Complimentary

4
Book News:
"Four-Season Harvest"

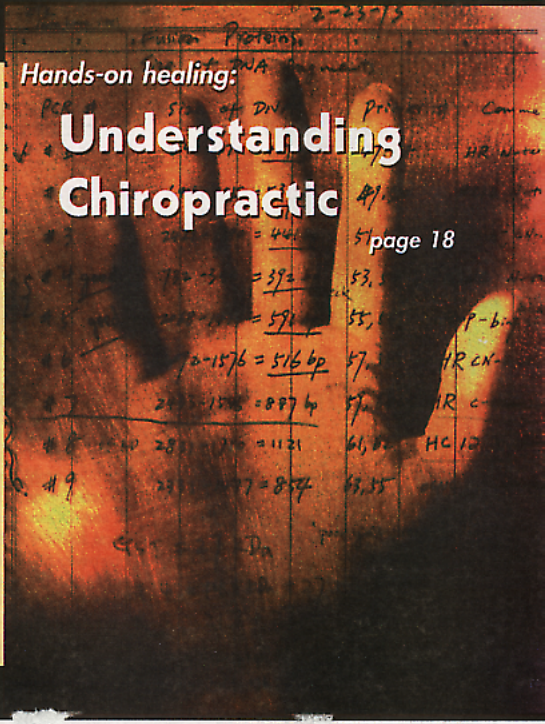
5
The Best Advice You'll Ever Get

8
Vegan cooking:
The Spirit of Winter Holiday Cooking

14
Educating the Herbal Consumer

16
Upper Valley Happenings

A publication of the
Hanover Consumer Cooperative
Society, Inc.



Hands-on healing:

Understanding Chiropractic

page 18

Hanover Consumer Co-op
PO Box 633
45 S. Park St.
Hanover, NH 03755
Change Service Requested

BULK RATE
U.S. Postage
PAID
Permit #1
N. HAVERHILL, NH

the LookOut™

ABOUT THE LOOKOUT

ABOUT THE LOOKOUT
WELCOME
PROGRAM OVERVIEW
MENTORS
MENTEES
FREQUENTLY ASKED QUESTIONS
CONTACT US

Mentoring is the second most important factor after education in determining a person's professional success. But women often lack the mentoring relationships that men have.[1] Until now.

What Is The LookOut?

The LookOut provides a resource for all women as they navigate through their careers and confront so many decisions, both personal and professional - first job, promotions, graduate study, telecommuting, taking time off for family, or changing jobs. In addition, we plan to reach out to groups of high potential women who, for social or economic reasons, don't know about or can't access challenging education and employment opportunities. Through mentoring, web site content and policy initiatives, The LookOut will become a medium to help women advance in the workplace - to give you yet one more opportunity to be who you want to be and do what you want to do.

Pilot Program for College Graduates

Many people out of college simply fall into a career. Or they don't have a clue what career they want. Or they know exactly what they want but don't know how to get there. Through The LookOut's mentor-matching program, young women just beginning their careers are matched with women already in the workforce. This partnership gives graduates insight into real world experiences, shows them examples of the often-surprising career paths of successful women, and helps them make more informed decisions. Equally important, this partnership gives both women a chance to brainstorm, learn from each other, and enjoy a supportive, productive relationship.

If you would like your school to be included in this program or if you are interested in corporate sponsorship opportunities, please send e-mail to info@thelookout.net. If you would like to participate in the pilot program as a mentee or a mentor, see the buttons to the left or return to

The LookOut home page and follow the instructions. This program will be funded through sponsorships and is free to mentees, mentors and participating schools.

Coming Soon to The LookOut Web Site

Networking Center

- Members will be able to search an "areas of expertise" database and send e-mails to other members who have agreed to be listed in the database.
- Privacy will be guaranteed through a mechanism that allows e-mail recipients to block incoming mail from members who are abusing the system.

Career Management Centers

- Members will be able to access resource centers for specific career paths (e.g., journalism, international development, law) and for a number of topics (e.g., graduate schools, telecommuting, time off for kids)
- Each center will include articles, online seminars, chat forums, expert columnists and resource directories addressing a variety of work related and career development issues.

"Networking. I used to hate the word; it always sounded like a schmoozy way to get ahead. Then I went to a graduate school with the strongest alumni network in the world. That network opened doors to a whole world of experiences, contacts, and friendships... and it inspired me to create The LookOut, to give other women the same opportunities."

- The LookOut founder Rebecca Joffrey, a graduate of the Amos Tuck Business School at Dartmouth College

Who Is The LookOut?

The founding team, all of whom have donated time to get the pilot program up and running, includes:

- Rebecca Joffrey, Founder and Executive Director
- Janet Dreyfus Gray, Ph.D., Mentoring Specialist
- Karen Colberg, Consultant

Slashdot

News for Nerds. Stuff that matters.

faq
code
awards
privacy
slashNET
older stuff
rob's page
preferences
andover.net
submit story
advertising
supporters
past polls
topics
about
jobs
hof

Sections

11/7 (2)
apache
11/8 (4)
askslashdot
11/7
books
11/2
bsd
11/6
features
11/5
interviews
11/6
radio
11/8 (3)
yro

Andover.Net

AndoverNews
Ask Reggie
DaveCentral
FreeCode
ITR

Java on BeOS, supported by Sun

Posted by Hemos on Monday November 08, @02:17PM EST
from the be-gets-more-support dept.

John Kenneth Grytten writes *"Be and Sun have announced that they will be working together to bring Java 2 Platform, Standard Edition and PersonalJava to BeOs."* They expect to have betas ready by the end of the year, with shipping versions going out 1Q 2000.

(Read More... | 28 of 28 comments)

eBay Chooses Debian for Wireless Servers

Posted by CmdrTaco on Monday November 08, @01:54PM EST
from the linux-in-the-real-world dept.

molo writes *"According to Nils Lohner of the Debian press team, eBay and Workspot have chosen Debian with Apache and Perl for their wireless servers. Workspot also explains their reasons and their setup. "*

(Read More... | 14 of 15 comments)

Mainstream Media on Slashdot and Microsoft

Posted by CmdrTaco on Monday November 08, @12:22PM EST

Features

Slashdot's parent Andover.Net Files for IPO.

The latest installment of Geeks in Space is up at The Sync. Listen to CmdrTaco, Hemos, and Nate talk about the latest events to happen - or not happen in the computer world.

Perhaps you are seeking Jon Katz's series of articles related to recent events in Colorado. These articles include Voices from the Hellmouth, More Stories from the Hellmouth or The Price of Being Different,

With all the hype about the recent MindCraft Linux/NT benchmarks, you might be interested in reading ESR's Response to the Mindcraft Fiasco

For something different, try reading my little essay Thoughts from the Furnace about the internet, and flame.

And for a bit of an amusing take on the Open Source world, check out Open Source as an Ant Farm

Update: 08/26 01:48 by **hemos**:

Past Features

Slashdot Login

from the what-they-think-we-think dept.
Its happened before, but with the recent MS happenings, MacWeek, MSNBC and to a certain extent Wired have written stories based largely on Slashdot comments: Specifically those that appeared on Microsoft Addresses World, Instant Legal Analysis and Microsoft==Monopoly. The mainstream media now thinks that picking a few comments from a thread on Slashdot is a story (of course they often don't properly credit or link them). More interesting is that by picking a few extreme comments, or poking fun of "Anonymous Coward" that they somehow have the pulse of Slashdot as a whole. Regardless, they are watching, its fascinating to see what they think we think.

(Read More... 159 of 164 comments)

Interview: Grill John Vranesevich of AntiOnline

Posted by Roblimo on Monday November 08, @11:36AM EST
from the eye-of-the-storm dept.

Can you say "controversial figure," boys and girls? Within the hacker/cracker crowd, nobody stirs up as much noise as John "JP" Vranesevich, founder and owner of the computer security site AntiOnline.com. This is your chance to go straight to the source and ask John himself what's up with all the sound and fury that always seems to surrounds him. (Punch the "Read More" link to continue.)

(Read More... | 1052 bytes in body | **152 of 156** comments **)**

Candidates for 1999 GNU Free Software Award

Posted by CmdrTaco on Monday November 08, @11:24AM EST
from the request-for-comment dept.

Malcolm Spence wrote in to tell us that gnu.org has posted

Nickname:

Password:

userlogin

Don't have an account yet? Go Create One. A user account will allow you to customize all these nutty little boxes, tailor the stories you see, as well as remember your comment viewing preferences.

Slashdot Poll

I'll be spending New Year's Eve:

- At Home
- At the bar
- My/Friend's Party
- Vacation-type Place
- In Space
- In my Bunker
- Working
- At Rob's Place

Vote [**Results** | **Polls**]
Comments:**585** | Votes:**32472**

Older Stuff

Sunday November 07

- Debian Freeze Rescheduled (229)
- Lotus Domino to ship RSN (80)
- Digital Television Transmission Standards (227)
- The JFC Swing Tutorial (91)
- Lightning On Demand (160)
- New Genetic Information Web Portal (67)

Saturday November 06

- Online Romance - For Good or Evil? (502)
- First Journaling FS for Linux (284)
- Communicator Is Losing The War..... (554)
- RealPlayer Uploads Your ID Too (164)
- Microsoft Adresses World (602)
- Checkpoint Porting Firewall-1 to

Using the ArsDigita Community System

to build various kinds of Web sites, by Philip Greenspun for the Web Tools Review

Last Update: October 10, 1999 (to coincide with the release of Version 2.3)

Here's what's in this document:

- examples of how the ACS might be used as the basis of different Web services
- frequently-asked questions about the ACS
- where to get the ACS source code and documentation

Introduction

At MIT the easiest way to discourage students from taking a class is to hand them a long list of prerequisites. With that in mind, it pains me to tell you that this article won't make too much sense unless you've read Chapter 3 of Philip and Alex's Guide to Web Publishing where the architecture of the ArsDigita Community System is set forth.

In case you're too lazy to read the chapter, here's a summary of the ArsDigita Community System:

- it is a toolkit of software that will help you build a Web site for collaboration
- the software is free and open-source
- the software has been tested in heavy use since 1995
- the software and underlying philosophy are documented in a full-length textbook for Web developers (also free and available online)
- hundreds of the world's best programmers are trained every year in how to use this toolkit, either in one-semester courses at universities like MIT and Caltech (see http://photo.net/teaching/one-term-web.html) or at a boot camp (see http://photo.net/teaching/boot-camp.html).
- the software is used by a community of developers who contribute fixes, enhancements, and entirely new modules; the idea is to have something akin to the Linux movement. You can become part of this community.

- up-to-date documentation on the available modules is kept at http://photo.net/doc/

The bottom line is that if you have money and your goals are reasonably similar to those that have been attacked by the toolkit, starting from our software will save you $1 million. If you don't have money, using our software will enable you to do things that only the richest Web publishers are currently doing.

This document exists to give publishers some broad ideas of how the toolkit can be used and roughly how much work is required to adapt it.

example: online community

The software was originally created to support photo.net, a site with a large body of static, carefully authored content, comments on static pages, a lively set of discussion forums, classified advertising, and a recommendation service where people can talk about their experiences with buyers or sellers of photographic equipment. In order to better support photo.net, I recently added some modules for dishing out news (e.g., "Canon releases the EOS-3 body") and calendar items (e.g., "Ansel Adams show at National Gallery, March 5-June 9").

If your idea of an online community differs from photo.net in that you want tighter moderation (e.g., content doesn't go live until a moderator has approved it), you can achieve that simply by setting some switches in the ad.ini file. If you want banner ads, just reference the ad server that is included with the standard ACS distribution.

If your community is large and contains an overwhelming number of documents, it might be good to use the curriculum module to guide new users through a set of important tutorial documents. This software puts a little progress bar into every page that they fetch from the server until they "graduate" by reading each item in the publisher-established curriculum.

If your community contains several different classes of user, you might consider using the portals module to give each class an easy-to-update portal into your service (and back out to the wider Internet). You can optionally configure the portal software to let each user customize his or her own personal portal.

Configure the customer relationship management module so that you can target email to people depending on how much they've contributed, how recently, and whether they were a really active participant at some point in the past.

The modules that support an online community include the following:

- bboard
- chat
- classified ads
- neighbor-to-neighbor
- news
- calendar
- adserver
- bannerideas
- member value

example: offline community (intranet)

What if you're running a site for a group of people who work together in one organization? You start with our intranet module, documented at http://photo.net/doc/intranet.html. This is one of the modules that we're most actively developing (since we use it to run arsdigita.com, a 51-person company with $10 million in sales).

A lot of the stuff that is useful for public online communities turns out to translate very nicely for intranets. Some modules that are more useful for intranets than public communities include the following:

- shared bookmarks
- shared searchable file system
- collaborative calendaring (always being improved)
- ticket tracker

Organizations that use the ACS for supporting collaboration among employees include the following: ArsDigita, Caltech, Hewlett-Packard, Oracle, Siemens.

example: ecommerce site

Ten Developer Commandments

Presented here for all developers of the world, courtesy of Gathering of Developers, are guidelines and inside information that may otherwise take you years to learn, and many regrets along the way. Make no mistake, this is inside information your publisher doesn't want you to know. With this knowledge you'll be able to negotiate far better publishing agreements that give your company significantly improved revenues, power and value.

Our hope here at the Gathering is to raise the bar for all developers in our industry, not just those signed with us. Without further ado, we bring you two tablets of great knowledge and wealth...

1. Intellectual Property Rights - IP rights, as they're commonly referred, include your game's name, characters, story, trademarks, logos, copyrights, source code, and any art, illustrations, music or other content that you create for your game. All of these rights should remain the property of the developer, and should not be transferred or assigned to the publisher as part of the publishing agreement.

   IP rights are among the most valuable rights a developer can own, and are a primary factor in determining the value of your company. What's more valuable to the Coca Cola Company, their material assets (factories, buildings, etc.) or their trademarks, logos and other IP? The answer should be obvious.

   Another IP right is that of your future games, such as sequels. If at all possible, do not include sequel rights in your agreements, but at worst only sign the rights to one sequel, and make those rights "matching offer rights." What this means is that you can shop your game to other publishers, get their offers, and the publisher with the matching offer rights will get the new game only if they match the best third-party offer, otherwise you sign the game with the publisher who gave you the best offer. Do not confuse matching offer rights with "right of first refusal," which is not a good right to sign away-it means that the publisher with this right gets first choice on publishing the game, and does not allow you to create a bidding war.

   Gathering of Developers' Stance: We never request that a developer sign to us their IP rights. They are owned fully by the developers who created them.

2. Royalties - This is typically the most important point in any publishing agreement, the one that the majority of the negotiations revolve around. In general, royalties vary greatly, based on the following circumstances:
   1. Your experience and track record;
   2. The advance you're requesting (larger advances generally mean smaller royalties);
   3. The genre the game is in (some genres, like puzzle games, have less potential to sell hit numbers);
   4. How much content (i.e. story, characters) and code (i.e. 3D engine) the publisher or a third-party contributes; and
   5. Any associated licenses (i.e. NFL or a hit movie) or celebrity endorsement (i.e. John Madden or Michael Jordan).

Royalties should be based on the game's wholesale price, which is the total revenue that the publisher gets for the game, whether they sell it to a retailer directly, or to a distributor. Do not base your royalty on SRP (suggested retail price) because it's a fictional price and doesn't represent the actual revenues received by the publisher. Also, do not base your royalty on the publisher's profits, unless those profits are very strictly defined with very few deductions, and certainly no deductions relating to marketing, sales staff, inventory storage, etc. The one off-the- top deduction that most publishers can reasonably ask for is "cost of goods" (COGs, which is the game box, CD, DVD or other delivery media, game manual, etc.), which should be capped at no more than $1.50 to $2.50 a box, unless you and the publisher agree to a more expensive box style or bonus to be included in the box, such as a tee shirt or mouse pad.

Use "escalating royalties" to get around the publisher's argument that they're putting a lot of money and risk into funding, marketing and distributing the game. After 150,000 unit sales these costs are typically recovered, so your royalty can rise higher and higher at increasing sales milestones. Let's say your royalty starts at 28%, after 150k units have sold you can request that it get bumped to 30%, then after 300k have sold it rises again to 32%, on and on, possibly rising every 150k sales until a royalty cap is reached, perhaps at 38%. These figures are just examples, and it's up to the developer to get the best figures possible from their publisher. The key point is that these escalating royalties are easy for the publisher to swallow because they protect the publisher's marketing budget and other initial fees for the game, yet give the developer a better return if the game is a hit. There's really no reason for the publisher not to sign a deal that incorporates escalating royalties.

Gathering of Developers' Stance: Escalating royalties are used. In fact, at each escalation point the new percentage that is reached is applied *retroactively* to all previously sold game units. Most publishers will not apply the higher percentages retroactively to previously sold units.

If your publisher sub-licenses your game to another distributor, probably to handle sales in another country, you should get a higher royalty, since your publisher is taking less risk and acting as your agent in some respects. Accept no less than 50% of your publisher's gross revenue from sub-licensed deals.

Other guidelines pertaining to royalty rates:

- Giving your publisher cross-collateralization rights means that your publisher will recoup their advances from all the revenues from the various versions of your game and its derivatives (i.e. PC, Mac, consoles, add-on packs, hint books, merchandise, etc.). Sometimes your publisher may even include multiple games and even sequels in their cross-collateralization noose. All this does is put more risk on the developer, and less risk on the publisher.

  Never let multiple original games be cross-collateralized. And even with different versions of the same game, create different sub-groups that can only be cross-collateralized within themselves, such as the console game group, PC game group, and merchandising group. Avoiding cross-collateralization altogether is the best course, but this point is not worth much effort as long as you have sub-groups in place.

Scorecard

An information service provided by the Environmental Defense Fund
Join EDF for Free

Scorecard News...

Cancer risks from breathing toxic air pollution are excessive throughout Southern California, but residents of southeastern and central Los Angeles County face the worst threat, according to a report from the South Coast Air Quality Management District. The AQMD concluded that people living in an area that generally follows the Long Beach Freeway, as well as the Santa Ana Freeway from downtown Los Angeles to north Orange County, face the highest threat in the region: as many as 1,700 people would be likely to contract cancer for every 1 million exposed for a lifetime to the pollutants in that area. The AQMD study showed that the risk generally follows the freeways, with diesel vehicles accounting for 71% of that risk. The findings were based on a year of monitoring at locations around the South Coast, as well as computer exposure models, and are generally consistent with Scorecard's hazardous air pollution information.

Setting Priorities

Want to know what the most important environmental problems in your community are? Scorecard lists the top ranking issues in your area, based on comparative risk projects.

Pollution Locator

Find out about the pollution problems in your community. Search by geographic area or company name, or explore our maps. Reports are currently available on criteria and hazardous air pollutants, toxic chemical releases from manufacturing plants and on animal wastes produced by factory farms.

Pollution Rankings

Scorecard highlights pollution problems that put an area into the worst 20% of areas in the country, or in its own state, and spotlights the companies responsible.

About the Chemicals

Find out whether a chemical has been tested for health effects and how harmful it may be for you and the environment.

Health Effects

Select a health problem that concerns you and find out what chemicals are recognized or suspected causes.

Regulatory Controls

Find out about the regulatory programs that govern chemicals.

Discussion Forums

Share your views about pollution problems in your community, agricultural pollution, chemicals in consumer products, or the health effects of chemicals.

Find Your Community

Just enter your zip code and find out what pollutants are being released into your community --and who is responsible.

Go

Explore Maps

- Hazardous Air Pollutants
- Criteria Air Pollutants
- Toxic Chemical Releases from Manufacturing Facilities
- Animal Wastes from Factory Farms
- Setting Environmental Priorities

Scorecard Top Ten U.S. Facilities Releasing Recognized Developmental Toxicants to Air

1. LENZING FIBERS CORP.
2. COURTAULDS FIBERS INC.
3. DEVRO-TEEPAK INC.
4. AMERICAN TAPE CO.
5. AMERICAN SYNTHETIC RUBBER
6. ANCHOR CONTINENTAL
7. VISKASE CORP.
8. SHURTAPE TECHS. INC.
9. WORLD COLOR PRESS INC.
10. BORDEN CHEMICALS & PLASTICS

About Your Community

from the Community section of Scorecard.

Your Zip Code: 03755 Your Community: GRAFTON County

Welcome to Scorecard!
If you'd like to personalize Scorecard so that it remembers your community, you may register here.

Toxic Chemical Releases from Manufacturing Facilities

- In 1997, this county ranked 625 out of 1924 counties in the US in terms of total off-site transfers
- Who is Polluting Your Community?
- What are the Major Pollutants?
- Learn more about pollution from manufacturing plants in your community

Air Quality: Health Risks from Hazardous Air Pollutants

- In 1990, this county ranked 728 out of 2266 counties in the US in terms of the number of people living in areas where cancer risk from hazardous air pollutants exceeds 1 in 10,000
- 30,840 people in GRAFTON County face a cancer risk more than 100 times the goal set by the Clean Air Act.
    - 39% of the air cancer risk is from mobile sources
    - 37% of the air cancer risk is from area sources
    - 24% of the air cancer risk is from point sources
- What's Your Risk?
- Learn more about hazardous air pollutants in your community

Air Quality: Does Your Community Meet Clean Air Act Standards?

- In 1996, this county ranked 785 out of 3144 counties in the US in terms of emissions of carbon monoxide
- How Clean is Your Air?
- Who is Polluting Your Air with volatile organic compounds?
- Learn more about criteria air pollutants in your community

Agricultural Pollution

- In 1997, this county ranked among the worst 20% of all counties in the state in terms of total animal waste
- How does Your Community Compare?
- Learn more about animal waste from factory farms in your community

Setting Environmental Priorities

- Learn more about environmental priorities in your state

Explore the Maps: See how air pollution in your area compares with other communities. Locate polluters, and see how close they are to your home or workplace.

Compare This Community to Others

Take Action: Send faxes to the top-ranked polluters in your area, send email to government officials, volunteer with environmental organizations in your area, or join Scorecard's online community forum.

Enviroguide: Online links to information about your community.

- **Ambient air quality**
- **Drinking water quality**
- **Hazardous waste - active generation/disposal**
- **Radon**
- **Surface water quality**

For information about another community, enter the zip code: [ ] Go

---

Bill_Pease@edf.org

Pollution Locator Scorecard Community Center

for GRAFTON County from Scorecard

Who Is Polluting Your Community?

Facilities with Emissions of Criteria Air Pollutants in 1996
Nitrogen Oxides emissions

Rank	Facility	City	Tons
1	NORTH COUNTRY ENERGY LLC	ALEXANDRIA	170
2	PRECISION LUMBER, INC.	WENTWORTH	99
3	DARTMOUTH COLLEGE	HANOVER	28
4	L.W. PACKARD & CO.	ASHLAND	19
5	PLYMOUTH ST. COLLEGE	PLYMOUTH	19
6	DARTMOUTH HITCHCOCK MED. CENTER	LEBANON	14
7	FREUDENBERG NOK/BRISTOL	BRISTOL	12
8	KLEEN LAUNDRY & DRY	LEBANON	10
9	LINCOLN-WOODSTOCK	LINCOLN	8.7
10	GLENNCLIFF HOME	GLENCLIFF	7.4
11	NEWMAN LUMBER CO.	WOODSVILLE	6.6
12	PIKE INDUST./LEBANON/PLT.#804	WEST LEBANON	1.9
13	PIKE INDUST./CAMPTON/P-#908	WEST CAMPTON	1.9
14	NORTON PIKE DIVISION	LITTLETON	0.43
15	CT. RIVER VALLEY CREMATORIUM	ENFIELD	0.15

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Facility Report

from the Pollution Locator | Criteria Air Pollutants section of Scorecard

Criteria Air Pollutant Emissions Report: DARTMOUTH COLLEGE

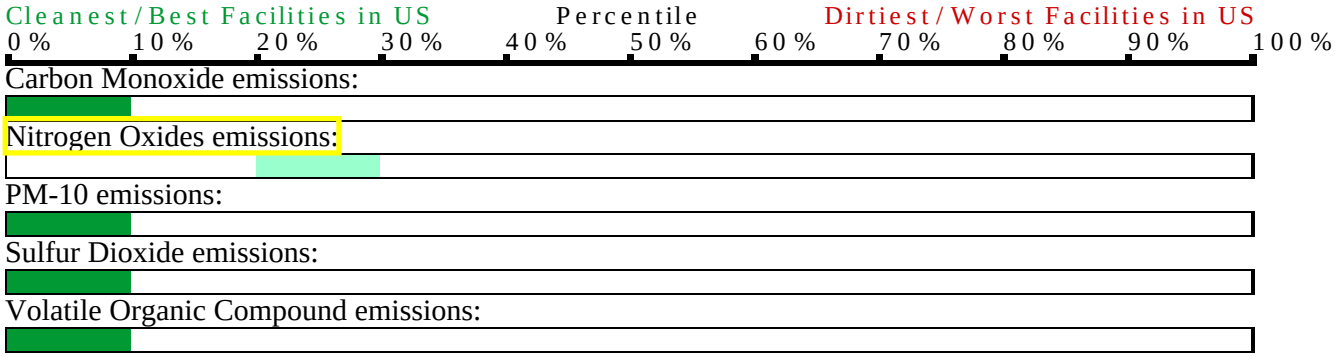
- **Map(s) Locating this Facility**
- **Rankings for this Facility**
- **1996 Emissions Summary**
- **Facility Information**
- **Take Action**
- **Links**

Map(s) Locating this Facility

View a map locating this facility.

[top]

1996 Emissions Rankings for this Facility



See how this facility ranks on other criteria air pollution attributes tracked by Scorecard

Rank facilities in **NEW HAMPSHIRE** or in **GRAFTON County** by criteria air pollutant emissions.

[top]

1996 Emissions Summary

(Expressed in tons of pollutant emitted)

Facility Source Classification	Carbon monoxide	Nitrogen oxides	PM-10	Sulfur dioxide	Volatile organic compounds
External Combustion Boilers, Commercial/Industrial	2.53	28.09	0	0	.82

LEAD (Pb)

Lead (Pb) is a widely used metal that, once released to the environment, can contaminate air, food, water, or soil. Exposures to even small amounts of lead over a long time can accumulate to reach harmful levels. Harmful effects may therefore develop gradually without warning. Short-term exposure to high levels of lead may also cause harm. Lead can adversely affect the nervous, reproductive, digestive, cardiovascular blood-forming systems, and the kidney. In men, adverse reproductive effects include reduced sperm count and abnormal sperm. In women, adverse reproductive effects include reduced fertility, still-birth, or miscarriage. Children are a sensitive population as they absorb lead more readily and their developing nervous system puts them at increased risk for lead-related harm, including learning disabilities.

Lead gasoline additives, non-ferrous smelters, and battery plants are the most significant contributors to Pb emissions into the atmosphere. In 1993 transportation sources contributed 33% of the annual emissions, down substantially from 81% in 1985. Total Pb emissions from all sources dropped from 20,100 tons in 1985 to 4,900 tons in 1993. The decrease in Pb emissions from cars and trucks shifting to lead-free gasoline accounts for essentially all of this decline.

NAAQS: 1.5 ug/m3 (quarterly average)

More in Scorecard's chemical profile of lead.

NITROGEN DIOXIDE (NO2)

Nitrogen dioxide (NO2) is a brownish, highly reactive gas that is present in all urban atmospheres. NO2 can irritate the lungs, cause bronchitis and pneumonia, and lower resistance to respiratory infections.

The major mechanism for the formation of NO2 in the atmosphere is the oxidation of nitric oxide (NO), which is produced by most combustion processes.

NAAQS: 0.053 ppm (annual mean)

More in Scorecard's chemical profile of nitrogen dioxide.

NITROGEN OXIDES (NOx)

Nitrogen oxides (NOx) include various nitrogen compounds like nitrogen dioxide (NO2) and nitric oxide (NO). These compounds play an important role in the atmospheric reactions that create ozone (O3) and acid rain. Individually, they may affect ecosystems, both on land and in water.

NOx forms when fuels are burned at high temperatures. The two major emissions

NITROGEN DIOXIDE (10102-44-0)

summary from the About the Chemicals section of Scorecard

- **Human Health Hazards**

		Reference(s)
Recognized:	--	
Suspected:	Cardiovascular or Blood Toxicant	CAA-AQC RTECS
	Developmental Toxicant	CAA-AQC
	Endocrine Toxicant	RTECS
	Immunotoxicant	CAA-AQC IPCS RTECS
	Neurotoxicant	CAA-AQC DAN RTECS
	Reproductive Toxicant	JANK
	Respiratory Toxicant	CAA-AQC CAPCOA LADO OEHHA-97 RTECS
	Skin or Sense Organ Toxicant	KLAA RTECS

- **Hazard Rankings**

  More hazardous than most chemicals in 3 out of 5 ranking systems.

- **Chemical Use Profile**

  No data on industrial or consumer use in Scorecard.

- **Profile of Environmental Release and Waste Generation**

  No data on environmental releases in Scorecard.

- **Regulatory Coverage**

  On at least 6 federal regulatory lists.

- **Basic Testing to Identify Chemical Hazards**

  Comprehensive evaluation of hazards has been conducted to establish a National Ambient Air Quality Standard.

- **Information Needed for Safety Assessment**

  Lacks at least some of the national data required for safety assessment.
  Scorecard has risk assessment data for this chemical.

- **Links**

  Additional information about this chemical may be available elsewhere in Scorecard.

  Other web sites specific to this chemical:

  - EPA Air Quality Criteria for Oxides of Nitrogen
    http://www.epa.gov/cgi-bin/claritgw?op-Display&document=clserv:epa-cinn:4118;&rank=4&template=epa
  - EPA Integrated Risk Information System Report
    http://www.epa.gov/ngispgm3/iris/irisdat/0080.DAT
  - IPCS International Chemical Safety Card
    http://www.cdc.gov/niosh/ipcsneng/neng0930.html

  If none of these sources meet your needs, you can try searching some other chemical database Web sites.

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Warning! You should have a JavaScript capable browser to properly use this page.

Governor Jesse Ventura

News and Information about Minnesota's Governor and his Administration

Contents

Today's News

News Archives
The Ring

Biography
Ventura on Issues
Message Board

Contact

Governor Ventura
JesseVentura.com

Related Sites

JesseVentura.org
President Ventura

Newspapers

StarTribune.com
PinoneerPlanet.com

Today's News — Monday, November 8, 1999

Ventura connects with Japan's youth

Gov. Jesse Ventura visited an elite Japanese school today and entertained students with his wit and down-to-earth style. He made several appearances at the school, ending with a chat with seven English-speaking students who publish the high school's English-language newspaper.

It's Official: More Ventura in Playboy

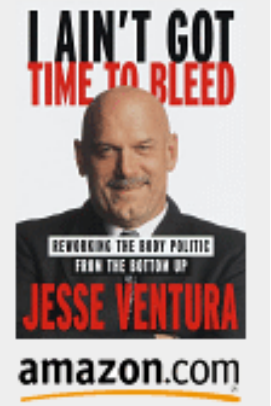
Previously unpublished comments from an interview Gov. Jesse Ventura gave to Playboy magazine could be published soon, a writer for the magazine said Thursday. Lawrence Grobel told a Fargo radio station that the magazine has given him the go-ahead to prepare another article. He said he has about 10,000 unpublished words from the interview, which was published in the November issue. Ventura drew criticism for that interview, in which he called organized religion "a sham" and said the Navy's Tailhook scandal was "much ado about nothing."

Ventura announces major export deal

Gov. Jesse Ventura announced a major export agreement Thursday night in Tokyo. Ellison Meat Co. of Pipestone, Minn., and its partner, Swift and Co. of Greeley, Colo., signed a deal to export 40,000 pounds of pork products to Japan. The companies signed the agreeement with Nichimen Corp. of Japan. Ventura announced the deal during an event showcasing Minnesota food products.

Ventura in Japan: No to presidential run

Minnesota Gov. Jesse Ventura dismissed speculation Thursday that he might run for president of the United States, saying that he is not interested in the job. "Ultimately, you have to want the job," Ventura said during a visit to Japan to promote trade and tourism. "I don't want it."



Ventura's Book

Learn more about Gov. Ventura's new book entitled, "I Ain't Got Time to Bleed"?

Jesse Poll

Should the Moonlight Bunny Ranch, a Nevada brothel, be allowed to use Governor Ventura's name without his consent for advertising?

Yes

No

Vote

View

The Ring: Read letters from our readers about MN related issues.

Submit your ideas: We would like to hear from you about your suggestions and comments about this web site.

The Jesse Ventura Action Figures
Governor Navy SEAL Coach

Coming Soon...
Jesse Ventura Bammers

Click To Order The Jesse Ventura Action Figures

Click For Bammer Details

Official Site Of The
Jesse Ventura Volunteer Committee

Join The JesseNet!
The Online Network of Ventura/Schunk Supporters

Governor
Jesse Ventura

Lt. Governor
Mae Schunk

Items Of Current Interest
See Below

More Topics
Click Here

Ventura/Schunk Legislature Watch Team Update

About the photo: Alex and Philip on April 15, 1997 captured by Elsa Dorfman with her 20x24" Polaroid camera.

Philip Greenspun

I am working on scalable software for online communities and collaborative exchange and evolution of data models. I see whether any of my ideas actually work by giving away a bunch of free services.

When I don't have any good ideas for research, I travel, write, or take pictures. I also study and teach software engineering for Web applications to EECS undergraduates and think about careers for engineers and computer scientists. In ancient times, I had favorite links, but now I publish instead of surf.

In the good old days, I was interested in politics and litigation. One thing I'll never lose is my narcissism, which causes me to maintain a large album of pictures of myself, much to the horror of my friends.

What's New

I'm teaching my one-day course on Web application design at Caltech on November 13 and at Berkeley on November 19. I'm teaching a new one day Web tools course for programmers at Caltech on November 14 and Berkeley on November 22. I've also developed a new a one-evening course for a general audience, at MIT on December 9. Visit register.photo.net to register.

Open-source news: Version 2.4 of the ArsDigita Community System is available, including some significant enhancements to content categorization, site-wide search, and other interesting features. Open-source AOLserver 3.0beta3 is available from http://aolserver.lcs.mit.edu.

If you think none of the above is interesting, you can search my entire Web server, look at my site map, or check out my site history page.

light	camera	film	labs	samantha	web	teaching	?
☐	☐	☐	☐	☐	☐	☐	

---

philg@mit.edu or phone/mail

Boot Camp

part of Teaching by Philip Greenspun

Currently scheduled boot camps:

- Ongoing remote bootcamp: We will provide the an account on one of our Oracle-backed machines and guide you through our problem sets. Most of the work will be done remotely, but we can schedule a time for you to visit and work with us for a few days. If interested, send email application to brian@arsdigita.com (include resume stating software engineering experience and reasons for attending). Boot camp costs us about $10,000 per student to operate, but generally we don't look to students to recover these costs. We'll be trying to find candidates who are either (1) interested in contributing to the open-source ArsDigita Community System community, or (2) considering working at ArsDigita.com.

Objectives

We want to teach everyone the Web/db and community service development skills that they'd get from the problem sets in our one-semester course at MIT, plus the following:

- enough about Unix that they don't impose too great a load on the professional sysadmins
- enough about Oracle that they don't impose too great a load on the professional database administrators
- (in the glorious long version) enough about our server architecture and procedures that they can keep a service up and running 24x7

Hidden agenda: At least a few folks from each boot camp seem to end up working at arsdigita.com or one of its customers.

Gross Schedule

Our boot camp comes in three incarnations:

1. short: three weeks; three problem sets on development systems that are set up in advance by professionals (i.e., the students don't learn about Unix and Oracle installation)
2. medium: five weeks; setting up a development system and then doing three problem sets
3. long: twelve weeks

Here is the gross outline of the long schedule:

- Week 1: Unix sysadmin. Install Solaris on a bare Ultra 5.
- Week 2: Oracle dba. Install Oracle 8i on the Ultra 5.
- Week 3: Problem set 1 from 6.916: learning the tools and Web fundamentals.
- Week 4: Problem set 2 from 6.916: getting familiar with the ACS (our toolkit). Billing credit cards.
- Week 5: Problem set 3 from 6.916: understanding content management.
- Week 6: A new problem set designed to teach students about online community extensions.
- Week 7: A new problem set entirely about ecommerce (touched on in Week 4).
- Week 8: ArsDigita Server Architecture and troubleshooting down Web services.
- Weeks 9-12: building a site for a real client (e.g., a non-profit group).

For the short version, we do only Weeks 3 and 4. For the medium version, we do Weeks 1 through 5.

Textbooks

For short course:

- Visual Explanations : Images and Quantities, Evidence and Narrative (Edward Tufte 1997; Graphics Press; order directly by calling (800) 822-2454)

ArsDigita Prize

from the ArsDigita Foundation

- 1999 winner: Daniel Hunter (awarded June 25; view all finalists)

The annual ArsDigita Prize recognizes achievement by young people who have built and maintained Web services.

About the Prize

The winner of the Prize gets the following:

- a $10,000 check
- an all-expenses paid trip to the computer science research laboratories at the Massachusetts Institute of Technology, which includes
  - all-day seminar on Web service design, taught by Philip Greenspun, focusing on the use of the open-source ArsDigita Community System toolkit
  - lunch with Dave Clark, Chief Protocol Architect of the Internet from 1981-89, Tim Berners-Lee, developer of the World Wide Web, and Michael Dertouzos, head of the Laboratory of Computer Science
  - dinner with Hal Abelson and Gerry Sussman, co-developers of the Scheme programming language, co-authors of what we think is the best book ever written about computers, and inspiring teachers of a generation of MIT students
- use of a Web server running a professionally-maintained relational database management system (see "the book" for why this is so important to high quality Web service). This is to assist the winner in producing even better work in the future.

The first runner-ups will each get a check for $1,000 and will join the winner on his or her trip to MIT. They will also get use of a RDBMS-backed Web server for their future projects. There will be up to five first runner-ups.

The second runner-ups will each get free hardcopies of Philip and Alex's Guide to Web Publishing and Edward Tufte's Visual Explanations. There will be no limit to the number of second runner-ups.

Rules

The winner must be 18 years old or younger as of March 1, 2000 (i.e., be born on or after March 2, 1981). The winner can be from any country but, due to the parochial educations of the judges, we must insist that the Web service be comprehensible to someone who only

understands English.

The Web service must be non-commercial in nature. There can be no banner ads or subscription fees. It should not be a veiled attempt to make money in some other way. Subtle text-only links to kickback programs at ecommerce sites are acceptable if the links are relevant and appropriate. Sites hosted at GeoCities or similar services that interpose their own banner and pop-up ads will not be considered. See photo.net for the level of commercialization that is acceptable.

The Web service must be tasteful. We recognize that our definition of taste might not be shared by others. However, we'll try to offer some guidelines:

- graphics, if present at all, should offer the user information that text can not convey (exception: the birthday reminder service that we built; the graphics serve no function but we like 'em anyway)
- you shouldn't break the browser's forward and back buttons (see this chapter on HTML design for more)
- frames are bad
- H1 and red text are big hammers, to be used sparingly; color, if used at all, should be to separate information and not as part of the interface
- the original Macintosh was fundamentally tasteful

The Web service must be used. We don't believe in any Web service idea unless at least 1000 people have had a chance to use it and send email to the site owner if they get confused. The ArsDigita Prize isn't a popularity contest, though. If your site is about quantum physics, you could win even without 100 MB daily server logs.

To help you further, here are some example sites that would at least make second runner-up status:

- Bill Gates Personal Wealth Clock; we built this in one hour
- TowZone (sends people email before scheduled city street cleaning); we built this in three hours
- almost any individual collaboration service in photo.net, each of which took a few days to write
- WimpyPoint, a collaborative replacement for PowerPoint; this was built in about a week
- Scorecard (the text-only version would be fine); this took a few months since EDF did all the hard work of assembling the data

We like services that use the Internet to support collaboration. We like services that are educational. We like services that are useful. We like programs that are open-source (where you share your source code so that other programmers can build on your ideas and achievements).

Paradigm Shift: A Social Transformation occurring when enough people are struck by the same idea.

The Media Foundation

We are a global network of artists, writers, students, educators and entrepreneurs who want to launch the new social activist movement of the information age. Our goal is to galvanize resistance against those who would destroy the environment, pollute our minds and diminish our lives.

To this end, the Media Foundation publishes Adbusters magazine; operates this website; and offers its creative services through PowerShift, our advocacy advertising agency.

Adbusters Magazine

Published out of Vancouver, British Columbia, Canada, Adbusters is a not-for-profit, reader-supported, 40,000-circulation magazine concerned about the erosion of our physical and cultural environments by commercial forces. Our work has been embraced by organizations like Friends of the Earth and Greenpeace, has been featured on MTV and PBS, in the Wall Street Journal and Wired, and in hundreds of other newspapers, magazines, and television and radio shows around the world.

While two-thirds of Adbusters' readers reside in the United States, the magazine has subscribers in 20 other countries, with one of the most diverse readerships in all of publishing. Our readers are professors and students; activists and politicians; environmentalists and media

professionals; corporate watch dogs and industry insiders; kids who love our slick ad parodies and parents who worry about their children logging too many hours a day in the electronic environment.

Adbusters offers intelligent, incisive articles, activist commentary from around the world, exposes of corporate media manipulation, our annual social marketing campaigns like Buy Nothing Day and TV Turnoff Week, and our famed spoof ads.

Ultimately, though, Adbusters is an ecological magazine, dedicated to examining the relationship between human beings and their physical and mental environment. We want a world in which the economy and ecology resonate in balance. We try to coax people from spectator to participant in this quest. We want folks to get mad about corporate disinformation, injustices in the global economy, and any industry that pollutes our physical or mental commons.

Editor in Chief: Kalle Lasn
Art Director: Chris Dixon
Subscriptions: Jason Corless

Powershift Advocacy Advertising Agency

The folks at Adbusters delight in helping other organizations deliver the messages the world needs to hear -- and these same folks at Adbusters all lend their talents to PowerShift. If your communications are not-for-profit, consider PowerShift when you call for agencies. We're a full-service shop, ready to create your next campaign -- if the cause is right.

Email an outline of your campaign's communications objectives to powershift@adbusters.org or fax us at 604.737.6021.

Culture Jammer's Headquarters

This site was designed to help you turn the drab number cruncher you're staring at right now into the most versatile activist tool ever reckoned with. From cyberpetitions to Critical Mass tips, from disseminating corporate propaganda, to downshifting your lifestyle and treading lightly on the planet, we hope this site will inspire you to move -- upon your return to the real world -- from spectator to participant.

The Neiman-Marcus Cookie (Urban Legend)

This message is sent to you with the hope you will forward it to EVERYONE you have ever even seen the e-mail address of. In the spirit of the originator, please feel free to post it anywhere and everywhere.

Okay, everyone....a true story of justice in the good old U.S. of A. Thought y'all might enjoy this; if nothing else, it shows internet justice, if it can be called that.

My daughter & I had just finished a salad at Neiman-Marcus Cafe in Dallas & decided to have a small dessert. Because our family are such cookie lovers, we decided to try the "Neiman-Marcus Cookie". It was so excellent that I asked if they would give me the recipe and they said with a small frown, "I'm afraid not." Well, I said, would you let me buy the recipe? With a cute smile, she said, "Yes." I asked how much, and she responded, "Two fifty." I said with approval, just add it to my tab.

Thirty days later, I received my VISA statement from Neiman-Marcus and it was $285.00. I looked again and I remembered I had only spent $9.95 for two salads and about $20.00 for a scarf. As I glanced at the bottom of the statement, it said, "Cookie Recipe - $250.00." Boy, was I upset!! I called Neiman's Accounting Dept. and told them the waitress said it was "two fifty," and I did not realize she meant $250.00 for a cookie recipe.

I asked them to take back the recipe and reduce my bill and they said they were sorry, but because all the recipes were this expensive so not just everyone could duplicate any of our bakery recipes....the bill would stand.

I waited, thinking of how I could get even or even try and get any of my money back.

I just said, "Okay, you folks got my $250.00 and now I'm going to have $250.00 worth of fun." I told her that I was going to see to it that every cookie lover will have a $250.00 cookie recipe from Neiman-Marcus for nothing. She replied, "I wish you wouldn't do this." I said, "I'm sorry but this is the only way I feel I could get even," and I will.

So, here it is, and please pass it to someone else or run a few copies....
I paid for it; now you can have it for free.

The Neiman-Marcus Cookie (recipe may be halved)

Work Habits Are Changing

MJY 99/11/06

I posted a question at 9:56 PM on Saturday night to a web software support forum:
I left voicemail tonight as well (10 PM Saturday night). I (foolishly?) ran Norton Disk Doctor and Speed Disk (optimize) today (version 5.0). Mailsmith now cannot open the mail browser - error: "Directory not found (MacOS error -120). If I remove the Post Office file and run Mailsmith I can then see some of the mailboxes (without hierarchy) but the message counts are off. This is scary.

So, I'm sorta hosed at the moment. I can't find a way to rebuild the Post Office file. What should a po' boy do? Since I cannot receive email at this time, if possible please call 603-643-1308 and leave a message (24 hrs/day).

I then sent email to support@barebones.com:
Earlier tonight I left voicemail and a web support form request regarding rebuilding the Mailsmith Post Office file. I'm still interested in the condition, but I've solved my short-term panic.

I restored the whole Mailsmith 1.1 folder (445 MB) from Saturday morning backups, and everything is just as I left it. Mailsmith seems to be working just fine. I am somehow amazed that the restore from tape worked - but I guess that's the value of a backup habit.

So, sorry for the urgency. But, anyway, what's up with a Post Office rebuild - is that possible?

At 10:13 PM that same Saturday night, Christian Smith writes in response to my web posting:
Mike, I don't have phone capabilities on the weekends so I'm sending you email now and will have somebody call you on Monday.

Your Post Office file is damaged and will need to be deleted. Mailsmith will create a new one for you.

Regarding the message counts, search your hard drive for other mailbox files. Mailsmith may have been using files other than the ones in the Mailsmith Data folder if you happened to copy them from another location at some point.

You may also want to try rebuilding the mailboxes.

At 11:23 PM, Christian writes in response to my email:
If you delete the Post Office File Mailsmith will build a new one, minus the hierarchy. Short of that there is no way to "rebuild" an existing post office file.

12:41 AM Sunday morning I wrote:
Thanks for your quick weekend response! Is there any known weirdness with Disk Doctor or Speed Disk, or was this more likely an anomaly?

6:25 AM Sunday morning Christian responds:
The best hypothesis I have is this. If there were problems with the directory structure you may have had cross linked files. Mailsmith's database files are very prone to this simply because they are being written to so much. Same thing would happen with any app that was open all the time with a bunch of files open.

So, in the process of fixing damage and optimizing, the Post Office file may have gotten munched because it was cross linked with some other file.

Anytime you're going to optimize your drive you should backup your data first as a basic safety precaution.

. . . the Water Genie told Haroun about the Ocean of the Streams of Story, and even though he was full of a sense of hopelessness and failure the magic of the Ocean began to have an effect on Haroun. He looked into the water and saw that it was made up of a thousand thousand thousand and one different currents, each one a different color, weaving in and out of one another like a liquid tapestry of breathtaking complexity; and [*the Water Genie*] *explained that these were the Streams of Story, that each colored strand represented and contained a single tale. Different parts of the Ocean contained different sorts of stories, and as all the stories that had ever been told and many that were still in the process of being invented could be found here, the Ocean of the Streams of Story was in fact the biggest library in the universe. And because the stories were held here in fluid form, they retained the ability to change, to become new versions of themselves, to join up with other stories and so become yet other stories . . .*

Salman Rushdie, *Haroun and the Sea of Stories* (London, 1990), pp. 71–72.

10 November, 1999
Dartmouth Schools Partnership and the
Upper Valley Business Education Partnership

Teaching High-Tech Kids: The Landscape of Learning

Michael J. Yacavone is President of XeniumGroup in Hanover, NH, a technology consulting and development firm specializing in digital business strategy, Internet software engineering, and website design/build.

Recent projects include website redesign and software development of an automated web management system for Colby-Sawyer College in New London, NH; information architecture and website design/build for the State of Connecticut Department of Public Utility Control; and user experience design and systems specification for FOOTAGE.net in Hanover, NH.

Yacavone started playing with computers at Dartmouth's Kiewit Computer Center when he was 11 years old, helped construct WNNE-TV when he was 16 years old, and patented a multi-channel sound processor at 20 years old. He was a challenging student for all of his teachers along the way.