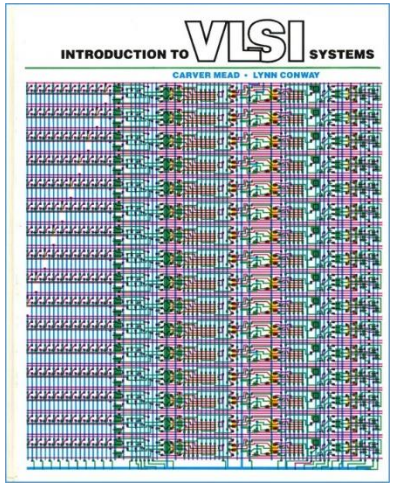
An Invisible Woman: The Inside Story Behind the Microelectronic Computing Revolution in Silicon Valley[1,2,3]

Lynn Conway, Professor of EECS Emerita, University of Michigan, Ann Arbor

Opening Keynote: #UNIT 2017, Berlin, Germany, May 6, 2017

In 2015, US CTO Megan Smith raised profound questions about women's contributions in science, engineering and math being erased from history. In this talk we explore a case study of such erasure, and surface a very counter-intuitive conjecture about the underlying causes and effects.

1. In remembrance of pioneering novelist Ralph Ellison, author of *Invisible Man*, 1952.
2. Based on a Pride Keynote at the National Science Foundation, Arlington, VA, June 10, 2015.
3. Posted online: http://ai.eecs.umich.edu/people/conway/Memoirs/Talks/UNIT_2017/Inside_Story_Talk.pptx and .pdf



Framing the Story:
Reflecting on the 2013 LGBT Pride Celebration at the White House

Visualizing Erasures of Women's Contributions in STEM:
Past US-CTO Megan Smith Describes the Phenomenon (VIDEO)
Example Case Study: The Inside Story Behind the VLSI Revolution

An Explanatory Conjecture:
It's because of *"The Conway Effect"*!

Q/A and Discussion:
Including Thought-Experiments re the 'Propagation of Innovations'

Reflections on the White House Reception
Celebrating of LGBT Pride Month, June 13, 2013:

The Many Shades of 'Out', by Lynn Conway

http://www.huffingtonpost.com/lynn-conway/the-many-shades-of-out_b_3591764.html

The Many Shades of 'Out', by Lynn Conway:

On a sultry June afternoon, as my husband and I walked towards the White House, I reflected back on my gender transition in 1968.

Shamed as a social outcast, I'd lost my family, friends and social support. Fired by IBM, I'd lost a promising research career. In many cities I could've been arrested, or worse yet, institutionalized.

Evading those fates, I completed my transition, took on a secret new identity, and started all over as a contract programmer. Any 'outing' and I'd have become unemployable . . . Fear channeled me into 'stealth-mode'. For over 30 years I covered my past, living as if I was a spy in my own country.

But it was now June 13, 2013 . . . My husband Charlie and I were joining many other advocates at the President's White House Reception for LGBT Pride Month. The air was full of joy, and as we awaited the President I reflected further.

I'd been 'out' for 15 years . . . or so I'd thought: out on the Internet to reveal my past to colleagues, out as an trans advocate and an activist against psychiatry's pathologization of gender variance.

When I was hidden in the back-rooms of Xerox Palo Alto Research Center decades before, launching innovations as the hidden-hand behind the VLSI microelectronics revolution, I didn't mind being invisible in my field back then or that no one had a clue what I was doing . . . I was thrilled to even have a job.

But 'out' has many shades of grey -- and even in recent years I kept on shyly holding back, covering in the darker shadows. Although times had changed, I'd clung to old habits.

Down through the decades no one could explain how the VLSI revolution actually happened. The results were simply taken for granted. Although I'd gained vital knowledge about generating such paradigm shifts, I feared my personal history would loom large in folk's minds and obscure any attempt at explanation. It wasn't till 2012 that I got up the nerve to publish a memoir to begin revealing how the VLSI revolution came about.

As the president entered the room, I glanced around and took in the joyful vibes. As he began to speak, I grasped how far we'd come. Times had more than changed: a fresh wind was sweeping through our society, especially amongst younger generations.

Then I thought of the millions of other LGBT people out there. I tried to envision their lifelong struggles against ostracism, their losses of families and employment, their oppression by having to 'cover', while not being known for who they were, what they'd done, who they loved or who loved them.

In a flash, I saw the vastness of the suffering . . . Then it hit me: we've come so far so fast that many others could now begin uncovering too! After all, freedom isn't just an external concept framed by our laws. It's a gift of the spirit that we must give ourselves, by going towards brighter shades of 'out'.

http://www.huffingtonpost.com/lynn-conway/the-many-shades-of-out_b_3591764.html

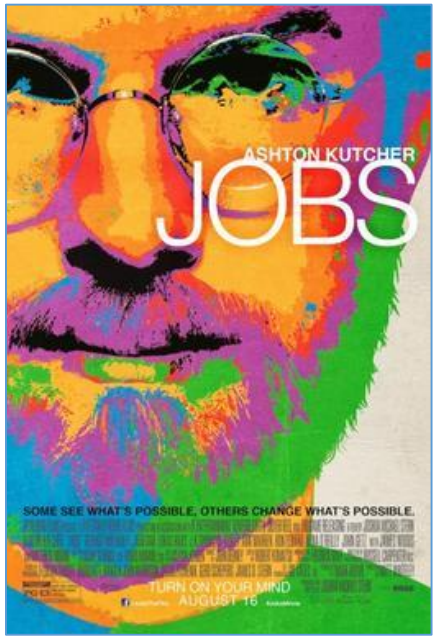
With that as a backdrop, let's now examine history's treatment of women's contributions in STEM

Link

First, listen to former U. S. Chief Technology Officer Megan Smith revealing how women in STEM are erased from history . . .

http://www.youtube.com/watch?v=fHyRdAyqV5c&t=0m1s
http://boingboing.net/2015/05/08/cto-megan-smith-explains-how-w.html
http://www.charlierose.com/watch/60554078 (4-28-15)

There were four women on the Macintosh team in the 1980s, but not a single one was cast in the 2013 biopic *Jobs*. Even worse, all seven men on the project had speaking roles in the film.



It’s not just *harder* for women to break into STEM fields, but the many contributions they *do make* aren’t celebrated. “It's debilitating to our young women to have their history almost erased,” Smith explains.

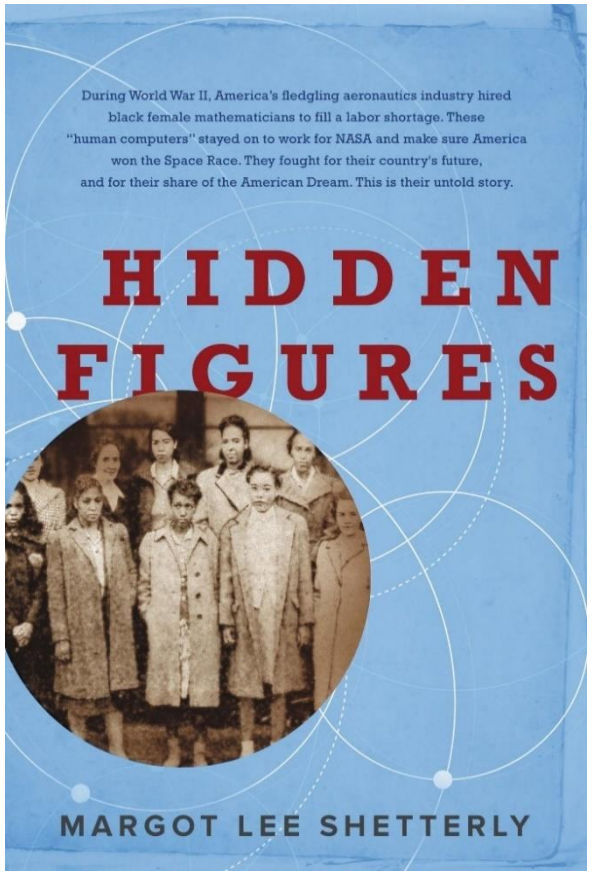
For more about Katherine Johnson, the NASA mathematician whose story was discussed by Megan Smith, see the 2016 book and movie:

Hidden Figures: The Story of the African-American Women Who Helped Win the Space Race, Margot Lee Shetterly (2016)

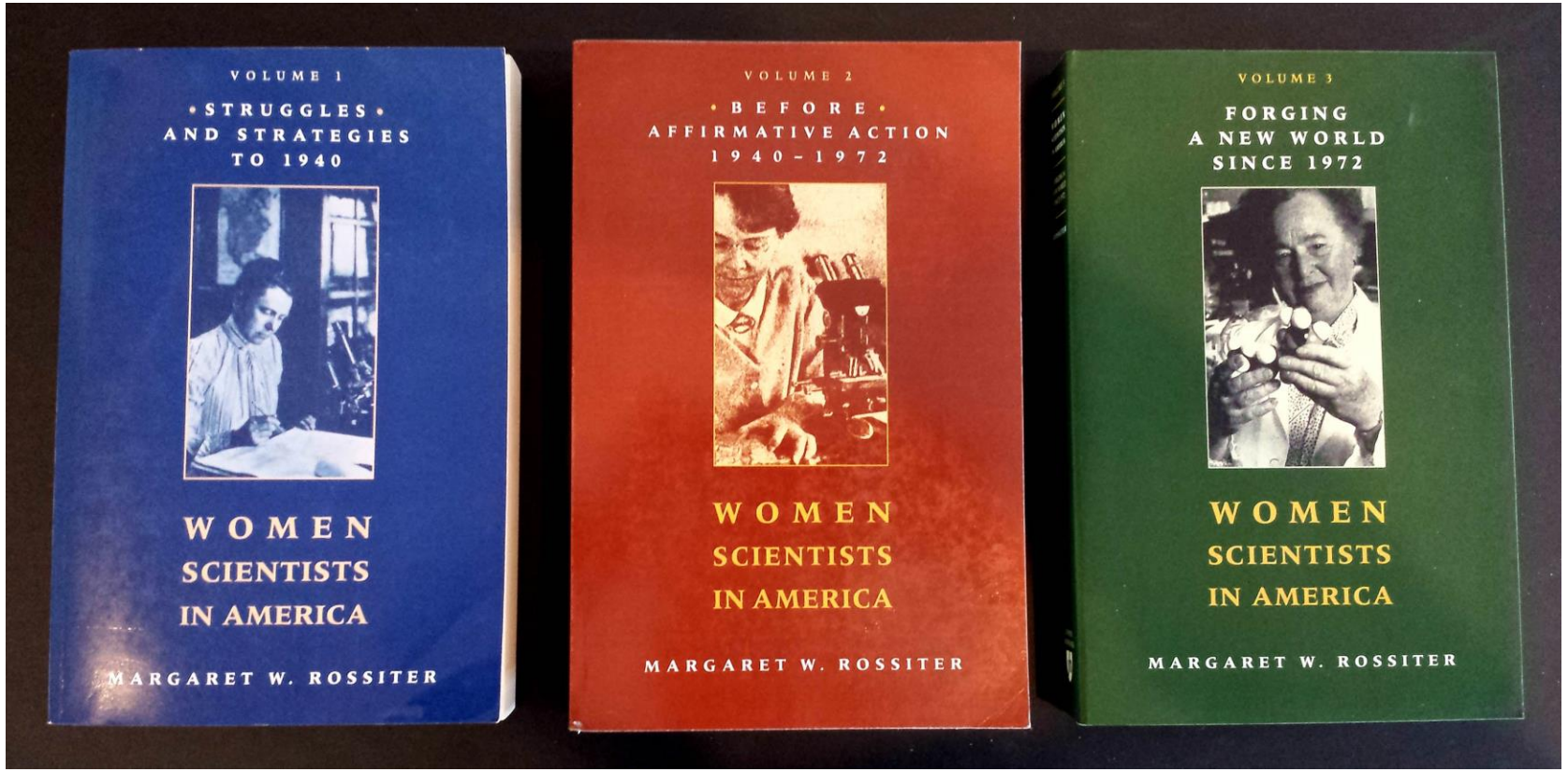
Katherine Johnson at her NASA Langley desk, 1960

Katherine Johnson, age 98
Photo by Annie Leibovitz for Vanity Fair, 2016

Fortunately, she's lived long-enough to see her story told!



This effect is seen throughout the history of women in science, as reported by science historian Margaret Rossiter in *Women Scientists in America* *(V 1-3):*



Margaret Rossiter coined the term “Matilda effect” in 1993 for the systemic repression and denial of contributions of women scientists, whose work is often attributed to male colleagues.

This is similar to the term "Matthew effect“ that sociologist Robert Merton coined in 1968, describing how eminent scientists get more credit than lesser-known researchers, even if their work is similar.

For example: a prize will usually awarded to the most senior researcher in a project, even if a grad student did all the work.

CASE STUDY:

The revolution in Very Large Scale Integrated (VLSI) silicon microchip design and manufacturing, beginning in 1976.

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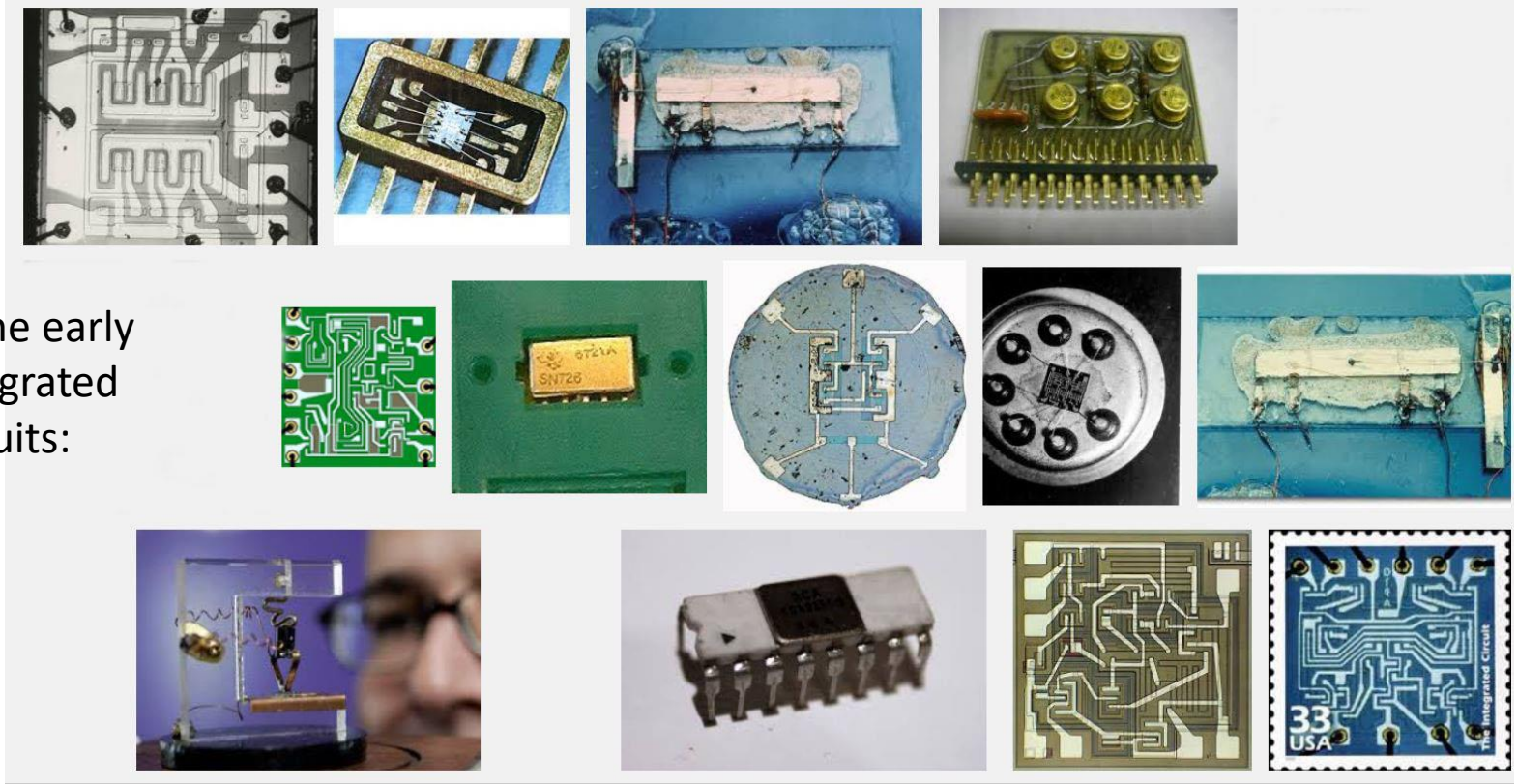
The stage was set by the emergence of integrated circuit technology in the 1960's, enabling modest numbers of transistors and wiring to be 'printed' onto chips of silicon . . .

Some early integrated circuits:

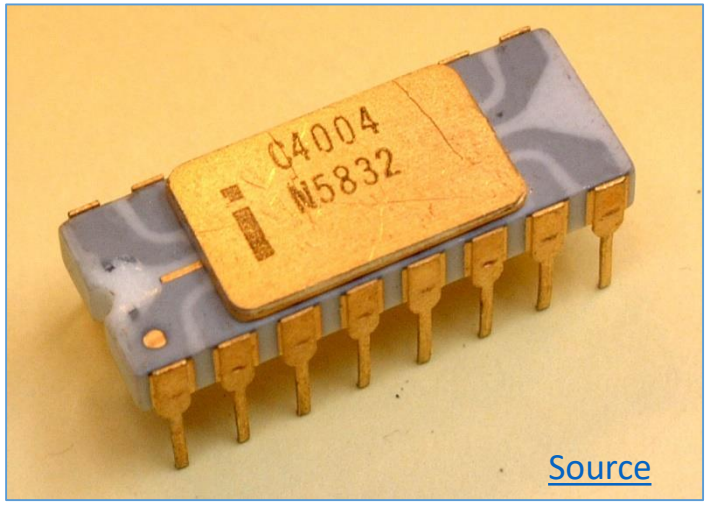


Snip from Goggle images

Rapid advances in lithography enabled the printing of ever-finer features, enabling ever-increasing the numbers of transistors to be printed on single chips.

A watershed was crossed in 1971 with the introduction of the Intel 4004, the first single-chip "microprocessor": a "computer processor on a chip" . . .

It contained 2300 transistors . . .



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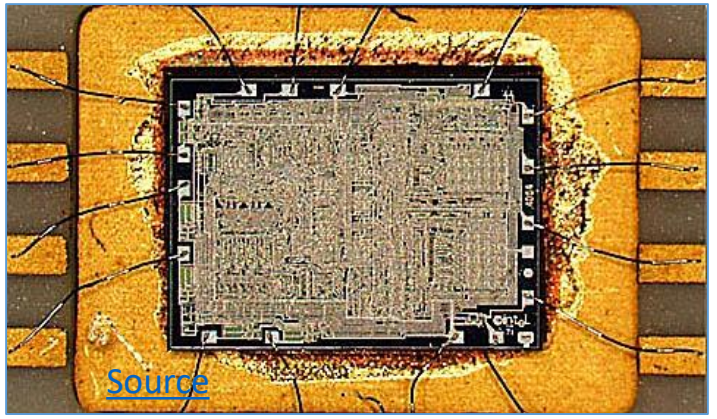
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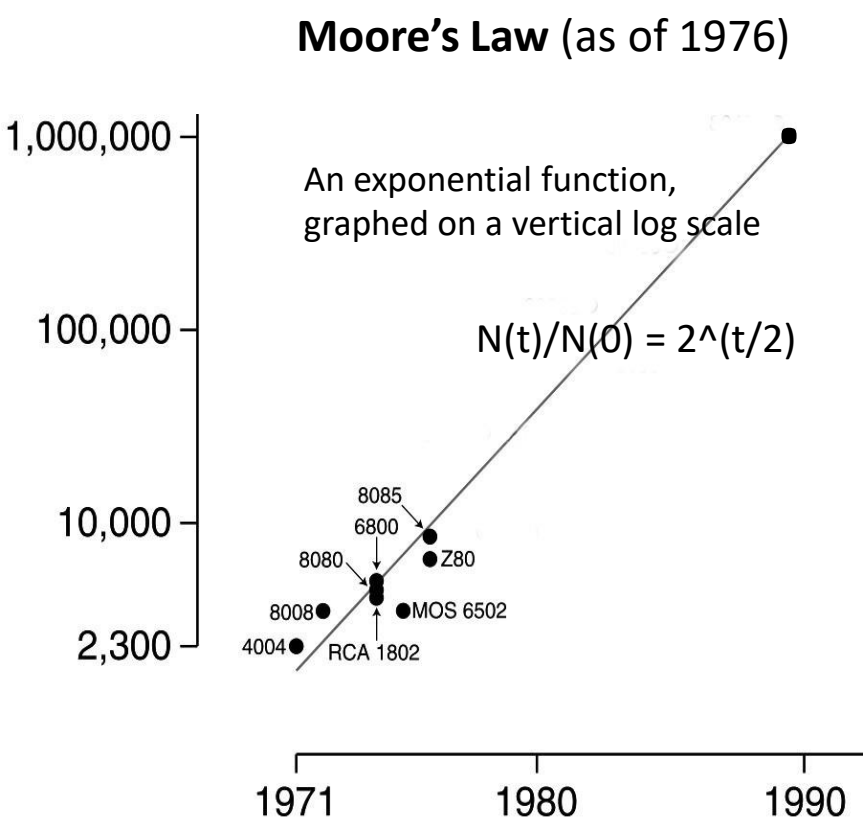
Intel's Gordon Moore observed that the number of transistors reliably printable on chips was roughly doubling every two years . . .

Carver Mead named this "Moore's Law" (clever career move, eh?) and his student Bruce Hoeneisen showed there were no physical limits to densities up to several million transistors/cm^2.

Looking ahead it was conceivable that by ~1990 an entire "supercomputer" could be printed on a single chip . . .

In 1976 this triggered a research effort at Xerox PARC and Caltech to explore how to enable such complex chips to be designed.



The stage was further set by seminal innovations in personal computing & networking:

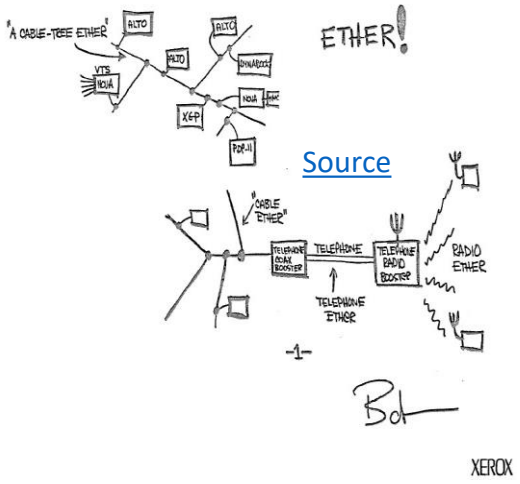
The innovation of the interactive-display, mouse-controlled "personal computer", the "Ethernet" local-area network, and the "laser printer" at Xerox PARC) . . .

And by the Dept. of Defense's "Arpanet" (the early internet), at DARPA . . .

Xerox Alto, 1973

Wiki commons

Metcalfe's original Ethernet sketch, 1973



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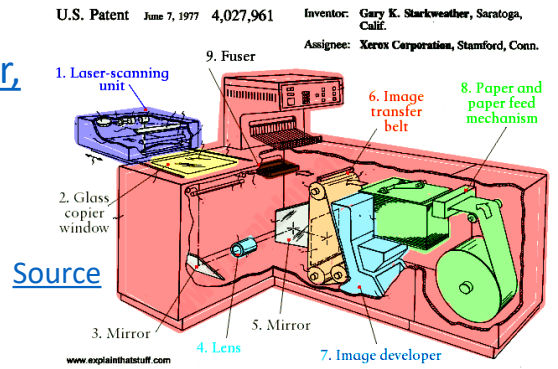
Laser printer, 1971



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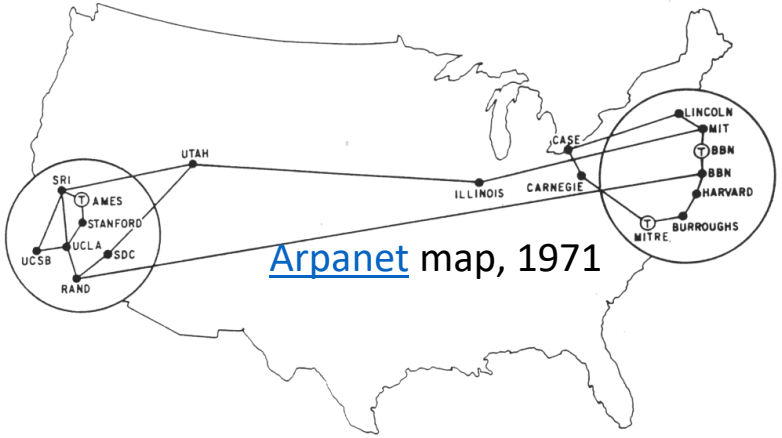


Arpanet map, 1971

A sudden disruptive breakout was triggered by a cluster of abstract innovations by Lynn Conway at PARC . . .

Included in them was a set of scalable VLSI chip-layout digital design-rules, encoded as ratioed (i.e. dimensionless) inequality equations

These enabled digital chip designs to be numerically encoded, scaled, and reused as Moore's law advanced . . .

They also enabled chip design modules to be scaled and open-source shared . . .

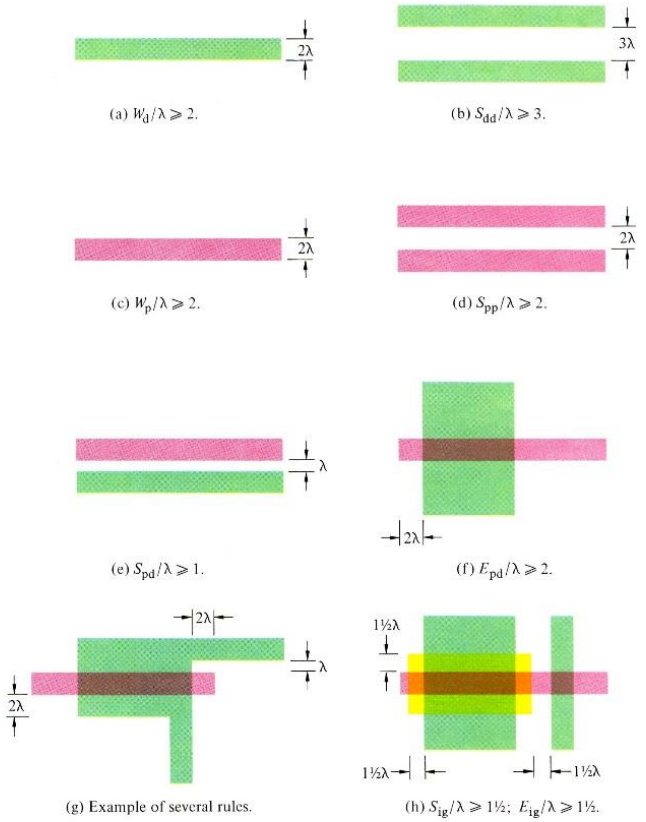


PLATE 2 *n*MOS design rules

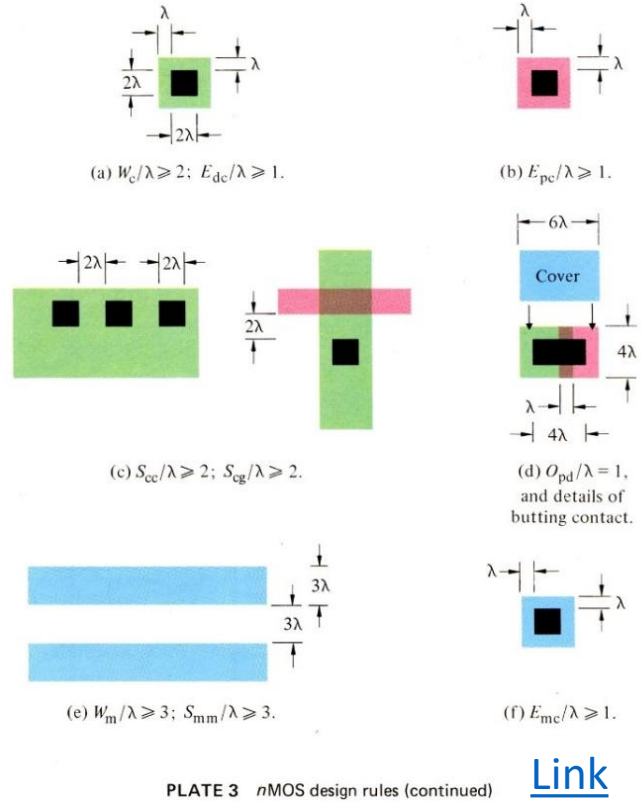


PLATE 3 *n*MOS design rules (continued)

Link

The driving meta-architectural techno-social innovation:

As chip lithography scales-down according to Moore's Law, and ever-more ever-faster transistors can be printed on individual chips as time passes, we visualize launching the following "techno-social scripted-process":

STEP (i):

Use design tools on current computers to Design chip-sets for more powerful computers.

Print the more powerful chip-sets using foundries' next-denser fabrication processes.

Use some of those chip-sets to Update current computer-design computers & design tools.

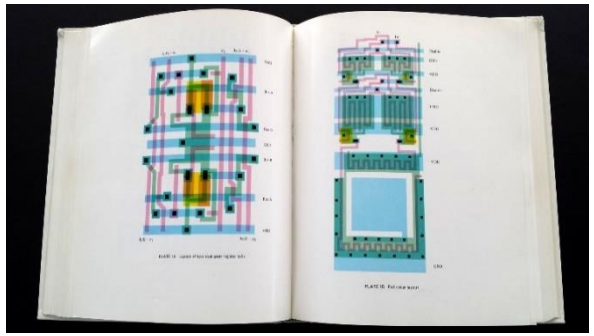
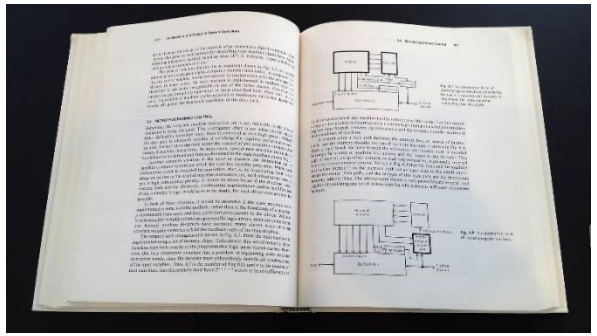
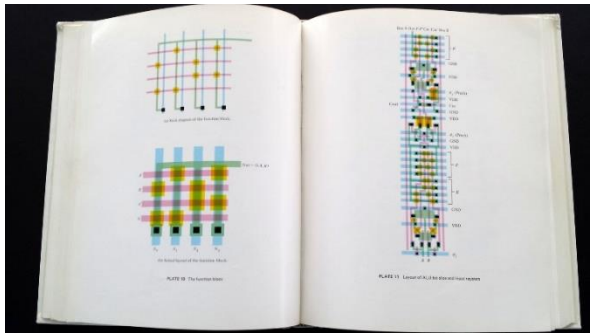
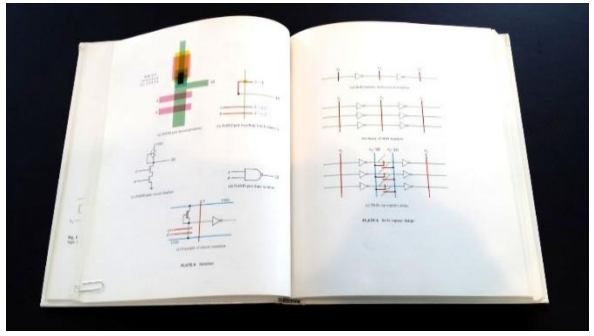
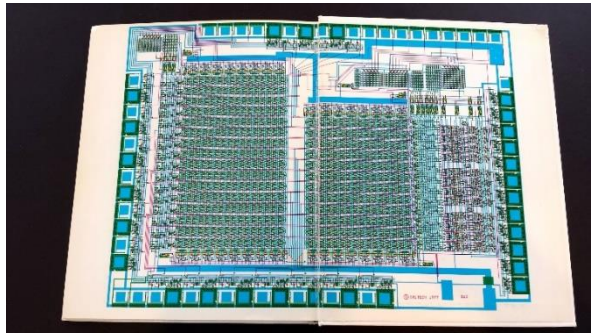
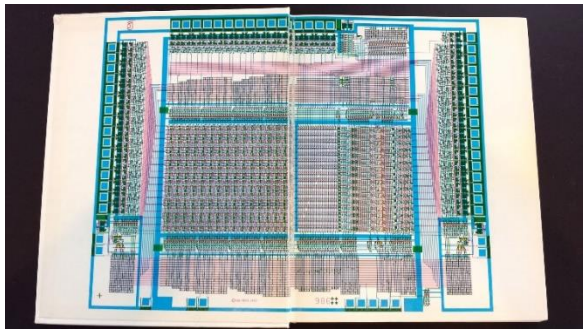
REPEAT (as STEP (i+1))

If ever-more engineers and design-tool builders did this (on an expanding number of increasingly powerful computers), the iterating techno-social expansion-process could exploratorily and innovatively-generate ever-more, ever-more-powerful, digital systems . . .

I.e., that techno-social process could **exponentiate!** (until Moore's Law saturates . . .)

But there was a big problem: Where would all these engineers/programmers come from, and how would they learn to do all this?

In 1977, to help spread the ideas, I began documenting the innovative new VLSI chip design methods in an evolving computer-edited textbook . . .

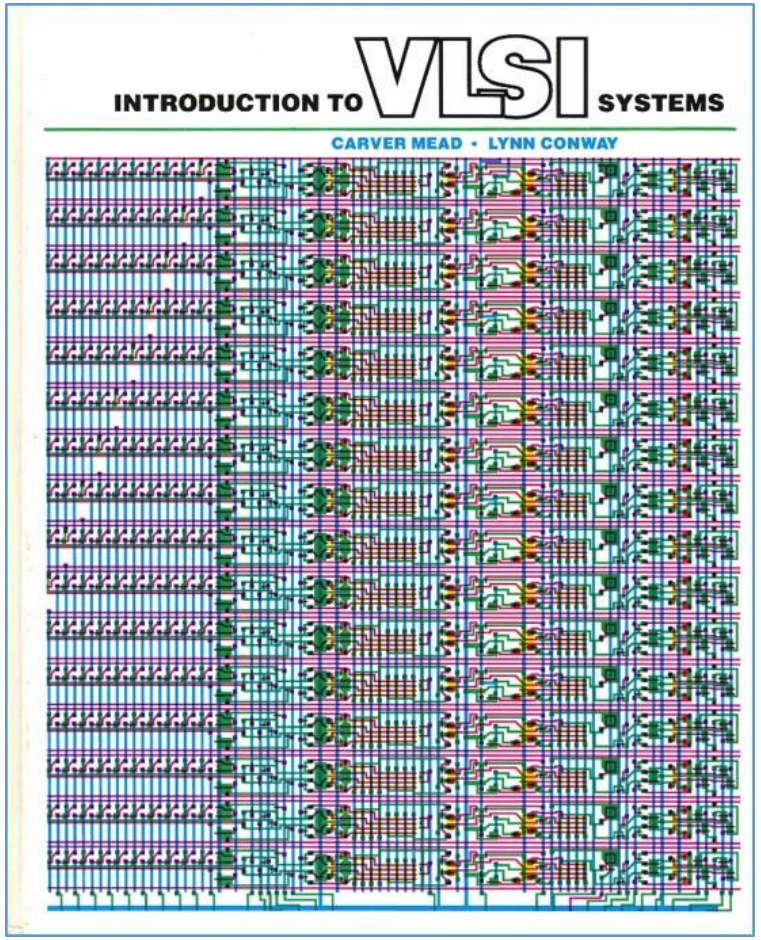
Link

Using Alto computers not only to help mechanize the evolution of chip designs, but also to help mechanize the evolution of the design-knowledge itself . . .

The computer-edited evolving book, printed on PARC laser printers, became the draft of the seminal textbook . . .

Introduction to VLSI Systems
by Mead and Conway, 1980.

(later called "the book that changed everything" . . .)



Following the ‘script’ Charles Steinmetz used to propagate his revolutionary AC electricity methods at Union College in 1912, I introduced the new chip design methods in a special VLSI design course at MIT in 1978.

THE M.I.T. 1978
VLSI SYSTEM DESIGN COURSE

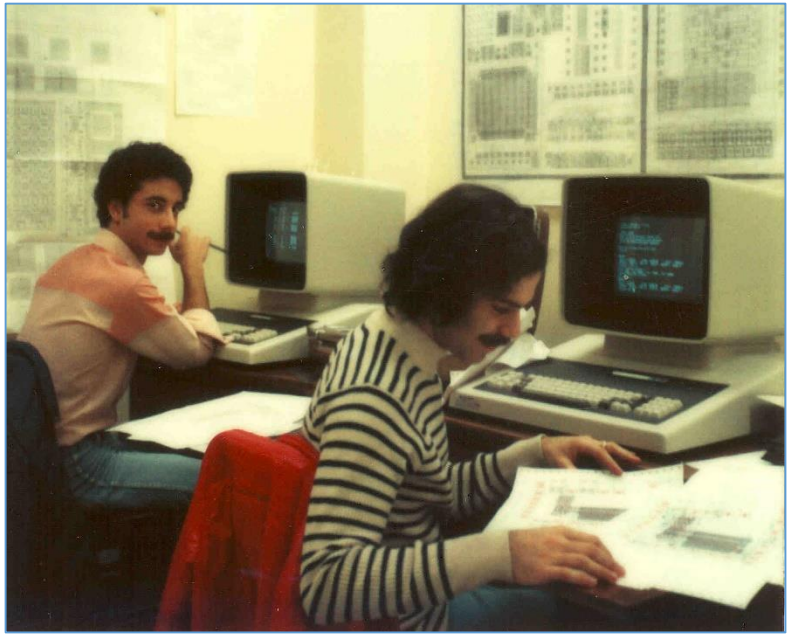
Link
Link
Link

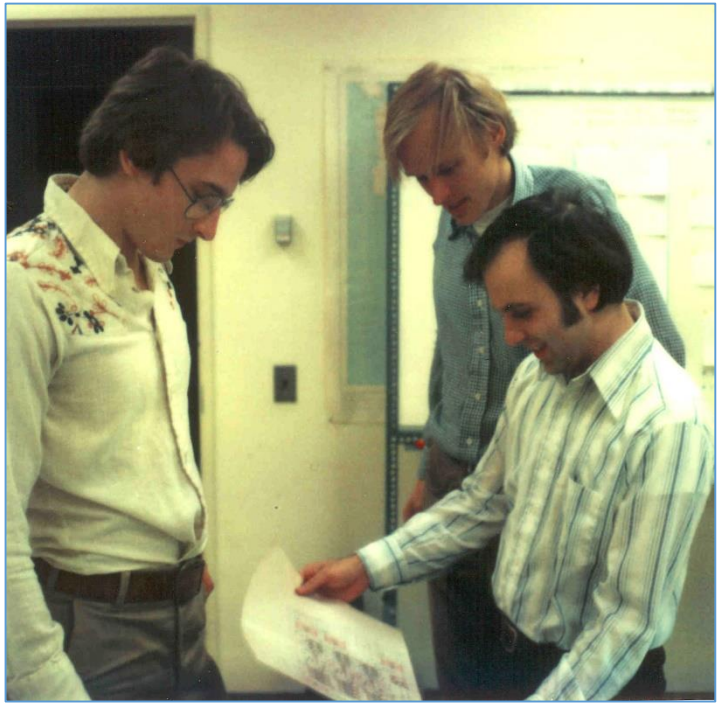
by Lynn Conway

[Update: 11-14-07]

This course was an important milestone in the development, demonstration and evaluation of the Mead-Conway structured VLSI design methods. Lynn Conway conceptualized and planned the course during the late spring and summer of '78, and taught the course while serving as Visiting Associate Professor of EECS at MIT in the fall of '78 and early '79.

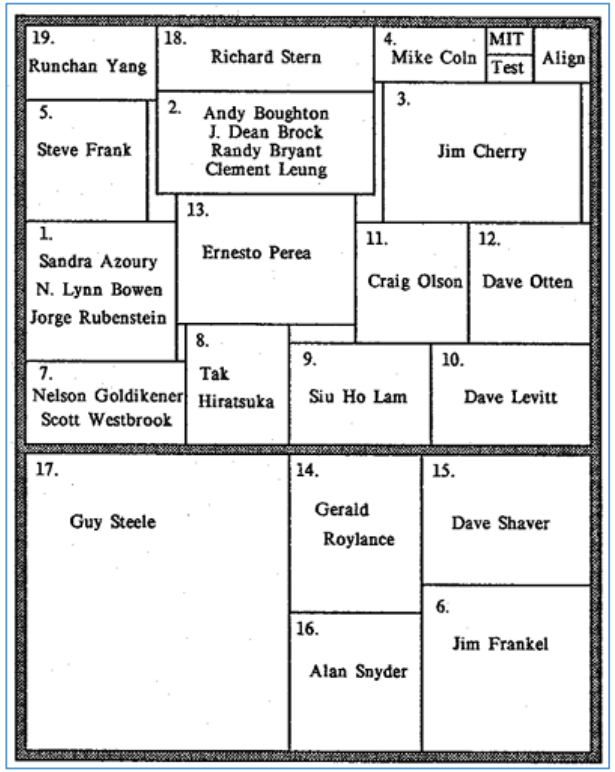
Students learned chip design in the 1st half course, and did project-chip designs in the 2nd half . . . which were fabricated at HP right after the course.

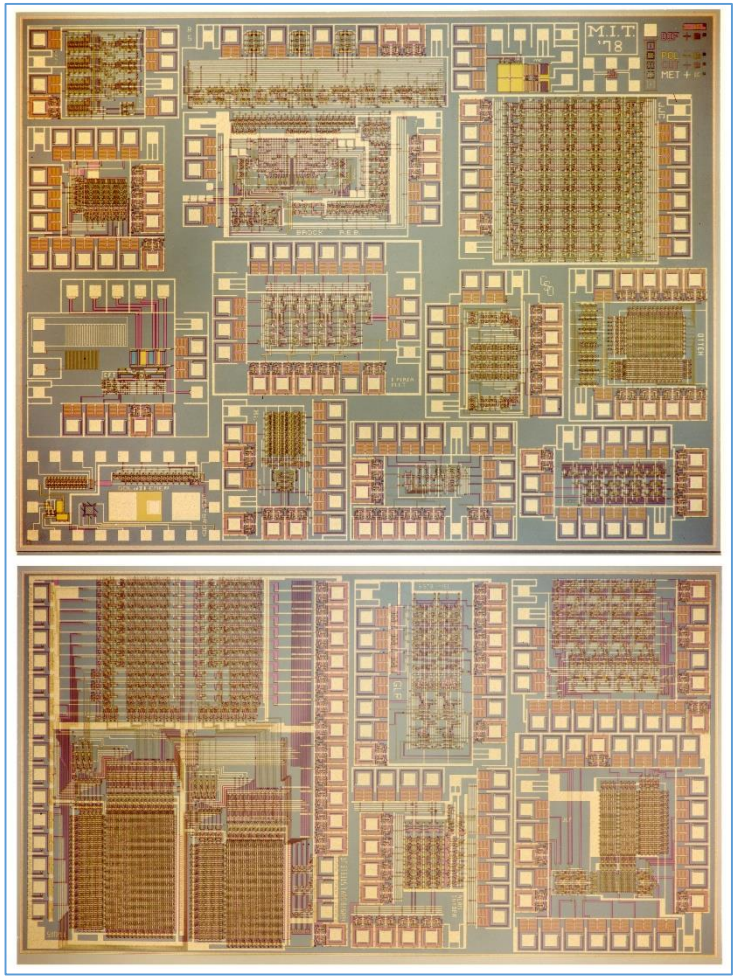




Among many amazing results was a complete Lisp microprocessor designed by Guy Steele . . .

[Map and photomicrograph]
of the 19 student projects on
the MIT'78 'MultiProject' Chip





For more about the [MIT'78 course], see [Lynn's "MIT Reminiscences"]

The MIT'78 course stunned various top folks across Silicon Valley . . .
Until then chip design had been mysterious, only grasped by a few computer engineers working for chip manufacturers . . thus having inside access to the "printing plants" . . .

Many other top research universities wanted to offer "MIT-like" courses. But how?

After intensive pondering, I grasped the answer: Rerun the MIT'78 course at a dozen research universities . . . using my MIT lecture notes to keep everything in sync.

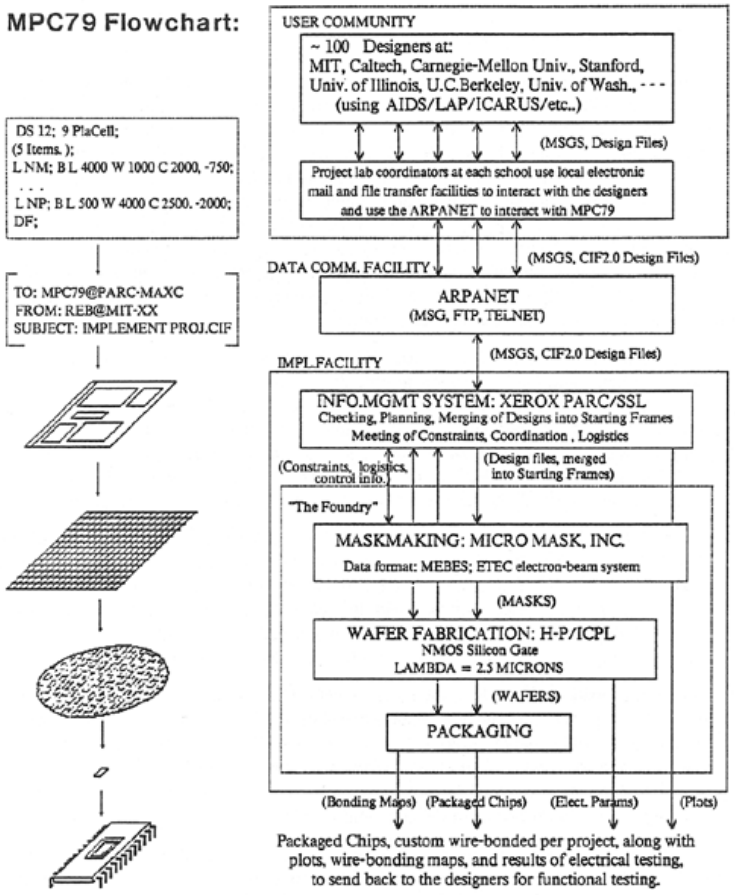
But how to "print" all the student project chips?

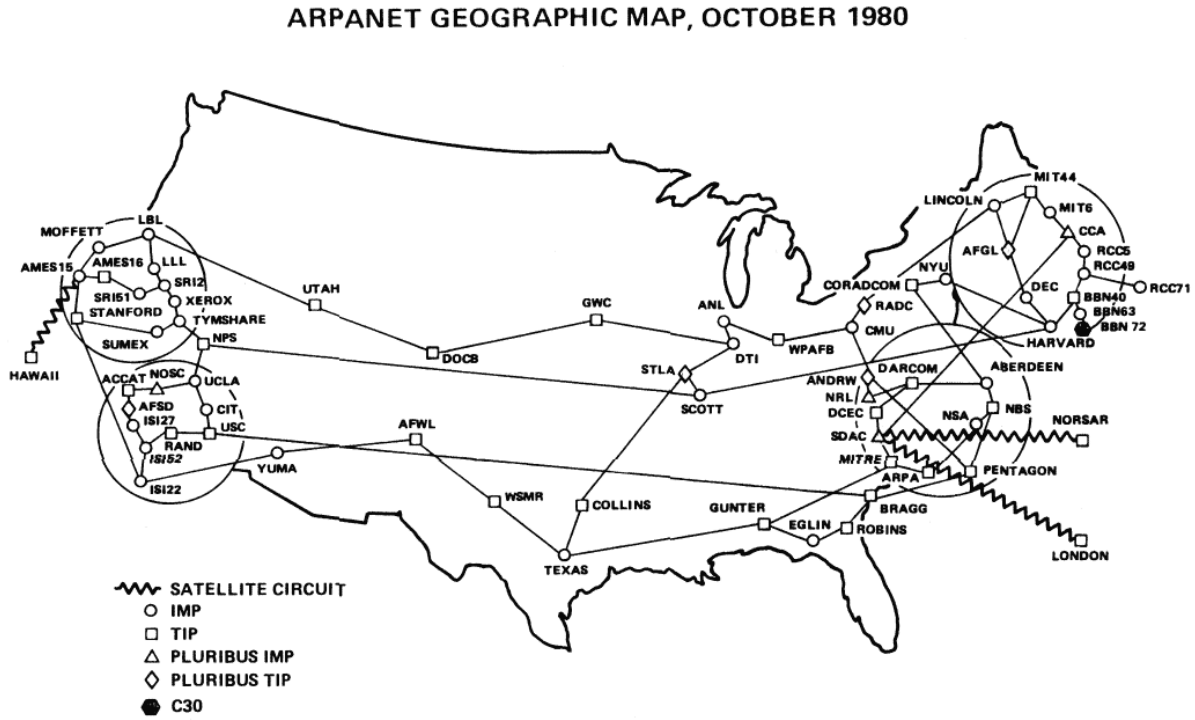
I suddenly envisioned the idea of (what's now called) an "e-commerce system" enabling student design files to be remotely submitted via the Arpanet to a "server" at PARC .

That server would run software to pack designs into multi-project chips (like composing the print-files for a magazine, using remotely-submitted articles) . . .

We'd then "print" the MPC's again at HP Labs (where my colleague Pat Castro had prototyped the first "silicon foundry"), and quickly return the chips to students.

In the fall of 1979, I orchestrated a huge “happening” (MPC79)* . . . It involved 129 budding VLSI designers taking Mead-Conway courses at 12 research universities…





*The MPC Adventures: Experiences with the Generation of VLSI Design and Implementation Methodologies, L. Conway, Xerox PARC, 1981 (PDF)

MPC79 provided a large-scale “demonstration-operation-validation” of the design methods, design courses, design tools and e-commerce digital-prototyping infrastructure . . .

It also triggered ‘cyclic gain’ in and exponentiation of the budding VLSI design techno-social ecosystem

By 1982-83, Mead-Conway VLSI design courses were being offered at 113 universities all around the world

It was an early interactive experimental-exploration of emergent techno-social system-dynamics in an adventure in what’s now becoming known as “social physics”

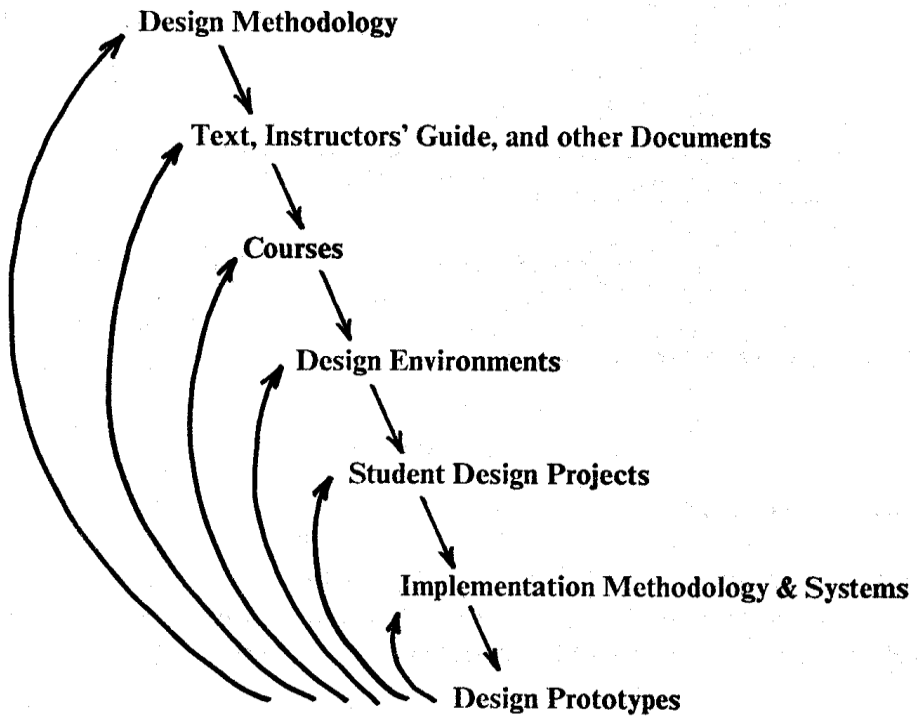
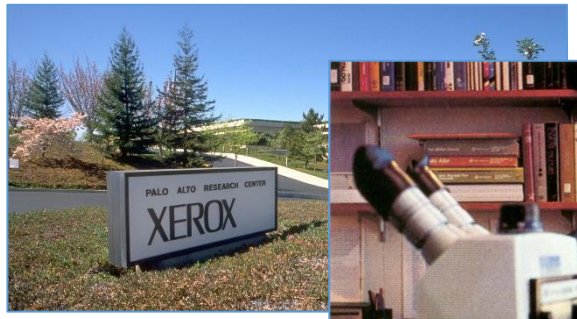


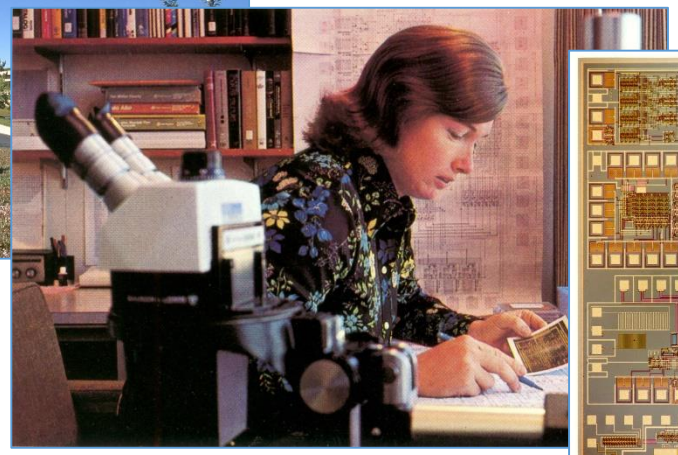
Figure 8. The Joint Evolution of the Multi-Level Cluster of (Techno-Social) Systems

From **The MPC Adventures*** (Lynn Conway, 1981, p. 16)

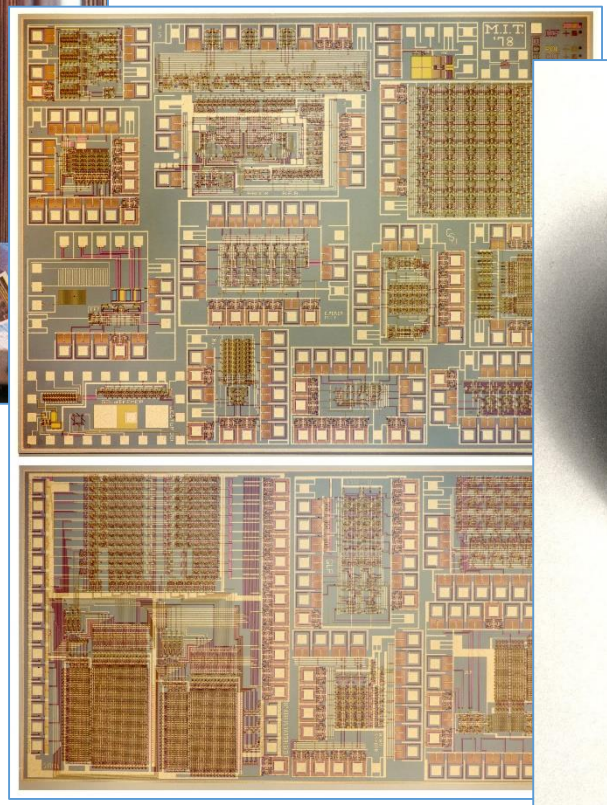
1976



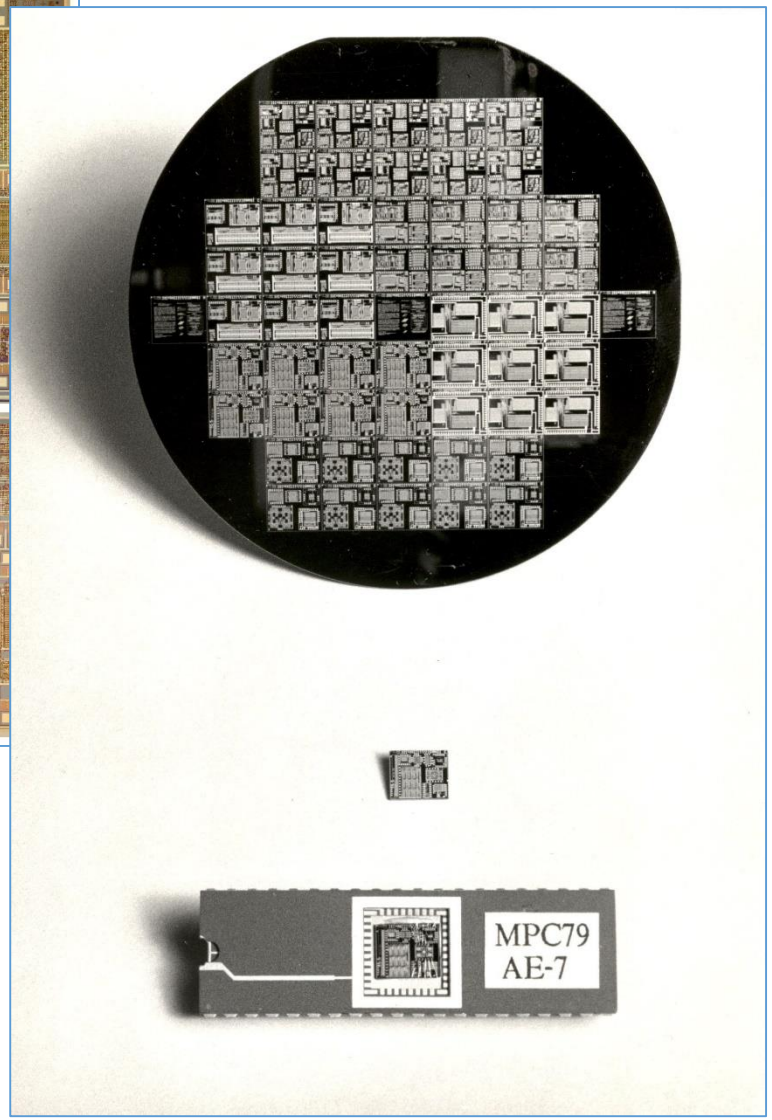
1977



1978



1979



Visualizing the exponentiating wave of VLSI innovation . . .

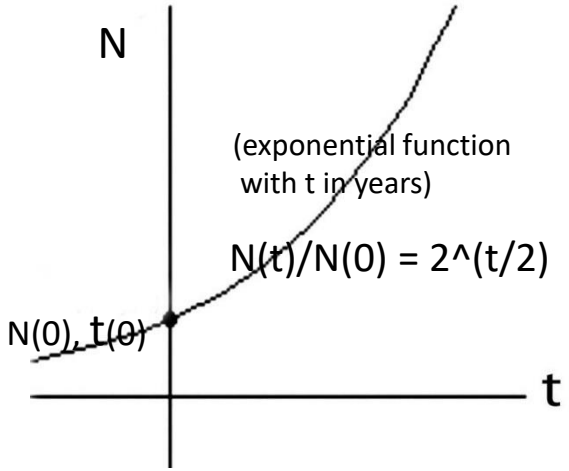
’76: How to cope with VLSI complexity?

’77: Inventing scalable VLSI design rules.

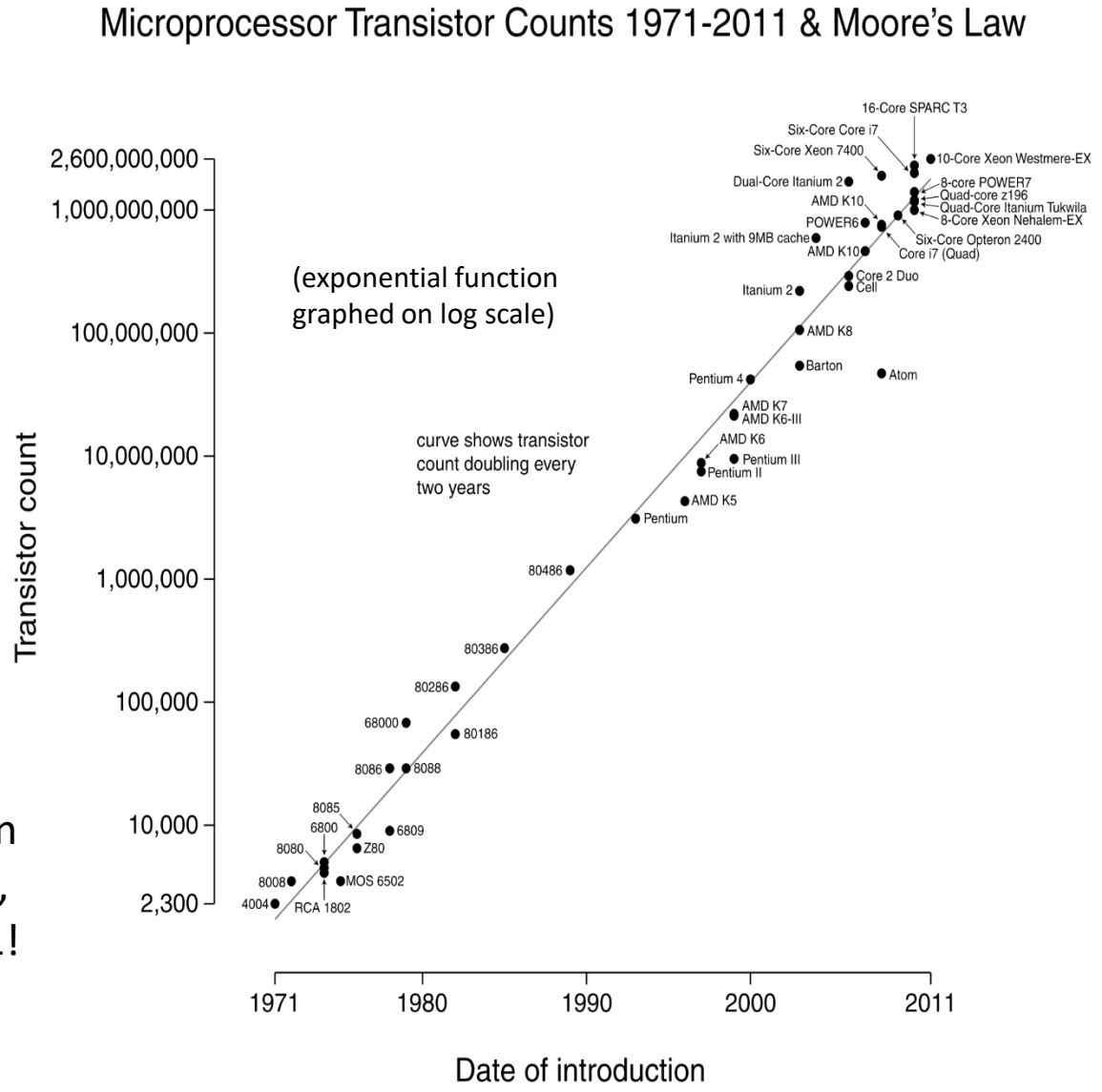
’78: Launching the VLSI methods at MIT!

’79: Launching the VLSI courses via MPC79!!

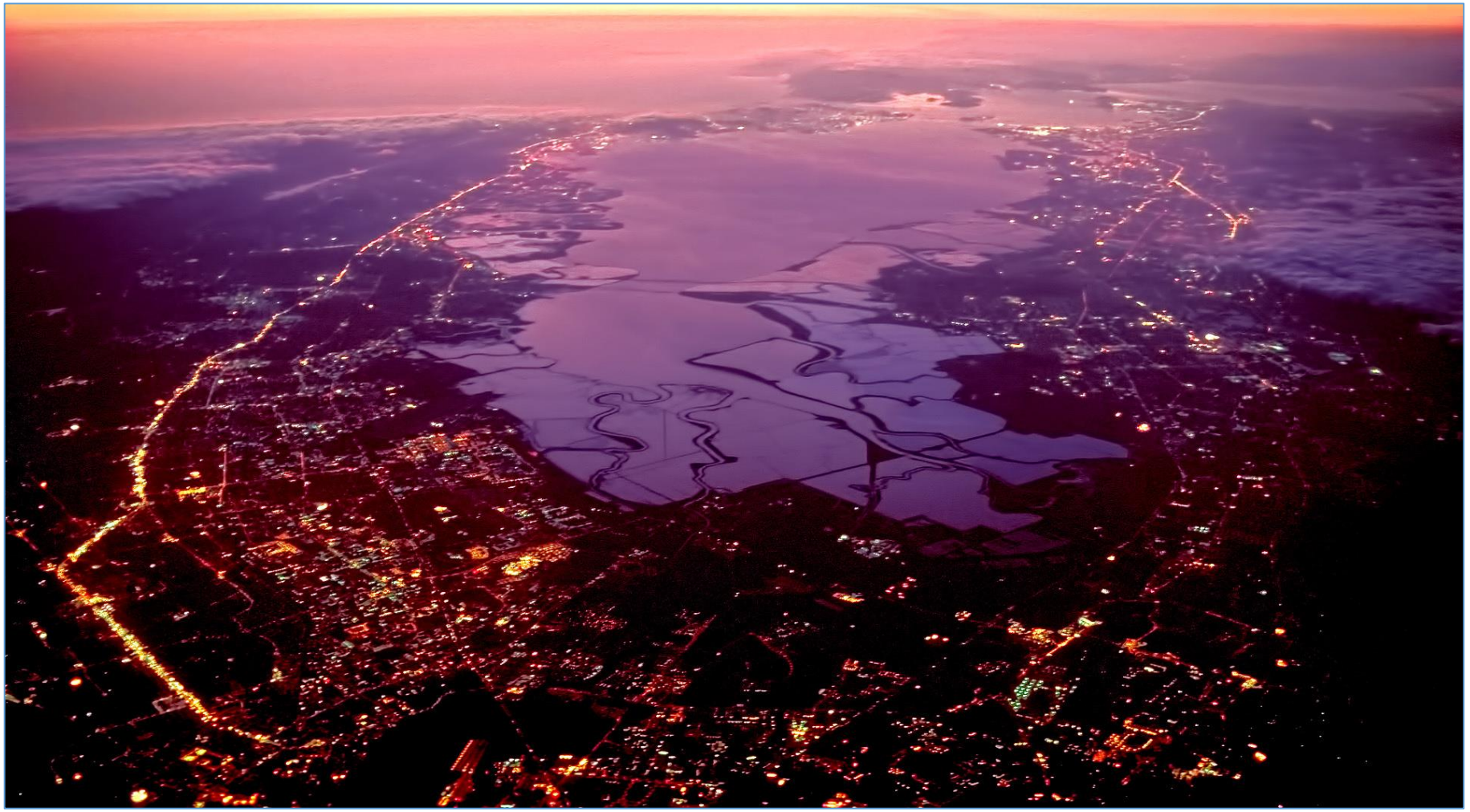
Over the past 40 years or so, Moore's Law stayed on track all the way:



Starting with several thousand in 1971, the number of transistors on a chip passed one million by 1991, and passed several billion by 2011!



Exponentiation! Visualizing the *compounding of techno-social-system "interest"* . . .



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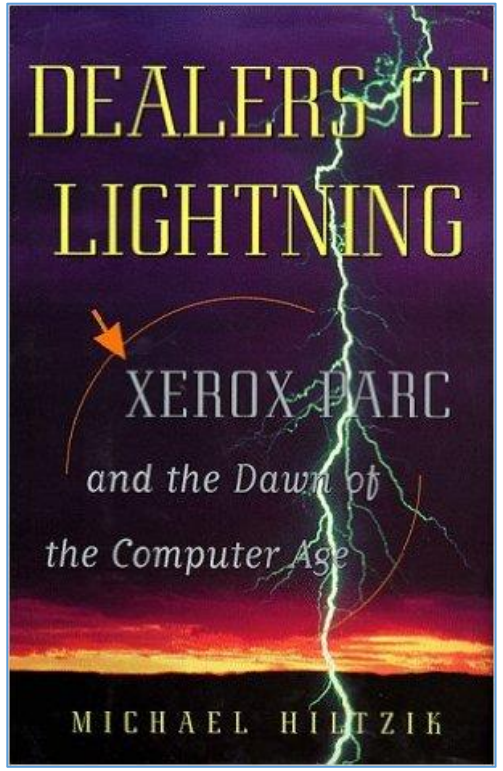
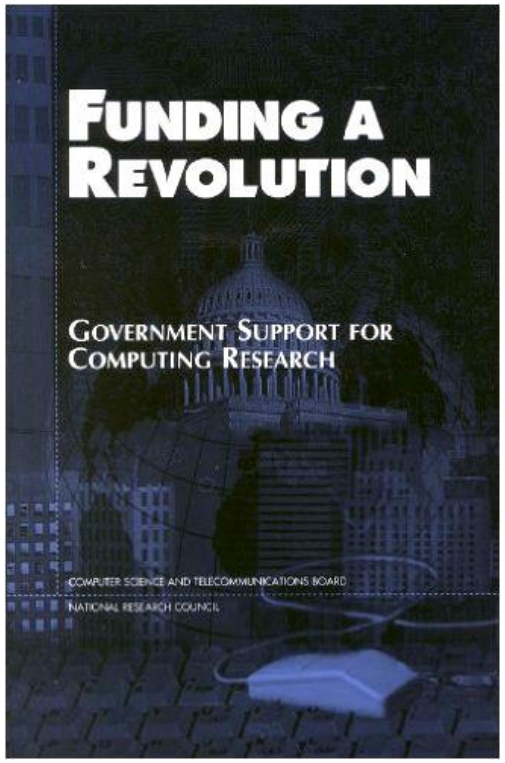
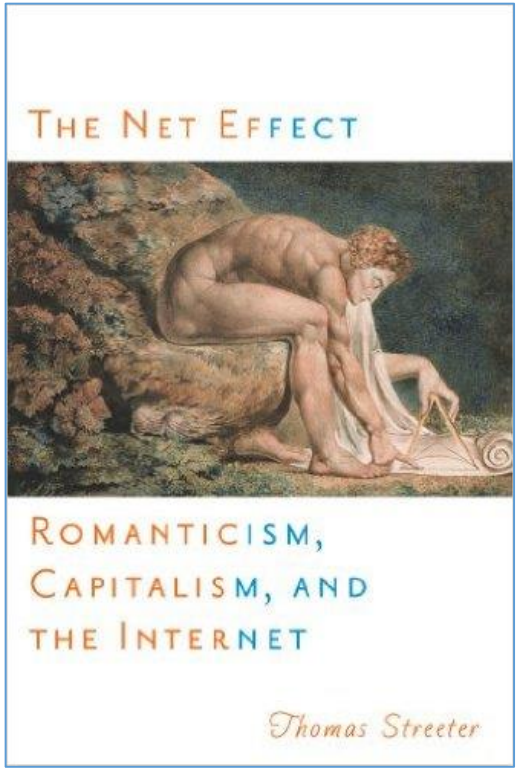
For more about PARC and the amazing things done there, see Michael Hiltzik's *Dealers of Lightning*:



For insights into the role of gov't in VLSI's emergence, see this book from the NRC:



For a wider sociological perspective on the internet's emergence, see Thomas Streeter's *The Net Effect*

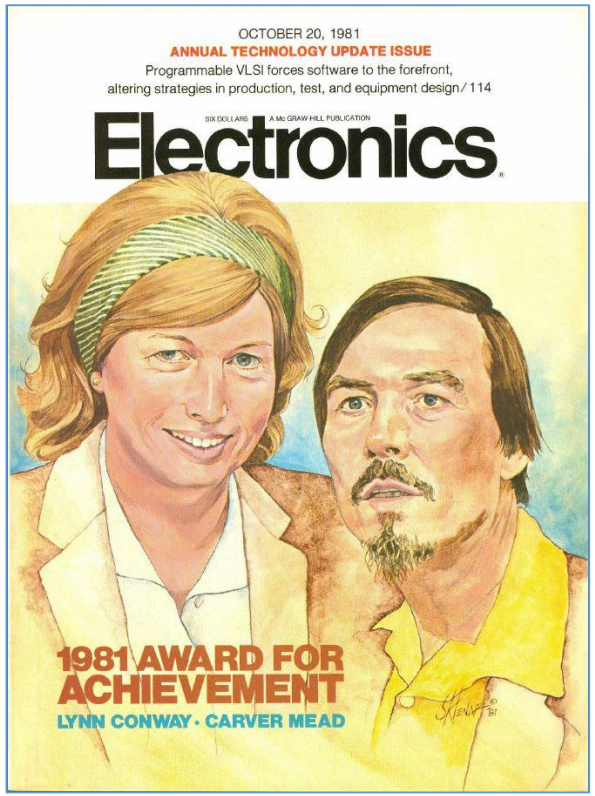


Let’s now go back and follow the high-tech community’s reactions to the “Mead-Conway” innovations over the ensuing decades:

Link

By ’81 key people sensed ‘something significant’ had happened, and Mead & Conway began receiving major recognition during the 1980s:

Electronics Award for Achievement ‘81



Pender Award, Moore School ‘84
Wetherill Medal, Franklin Institute ’85
NAE, Mead ‘84
NAE, Conway ‘89. . .

However, from ‘89 on through the 00s, Mead received increasingly major recognitions, while Conway’s role was erased*:

NAS ‘89
American Academy of Arts and Sciences ‘91
EDAC Phil Kaufman Award ‘96
IEEE John Von Neuman Medal ‘96
ACM Allen Newell Award ‘97
MIT Lemelson Award ‘99 ($500,000)
Fellow Award, Computer History Museum ‘02
National Medal of Technology ‘02
NAE Founders Award ‘03
Inventors Hall of Fame, at Computer History Museum Gala ‘09

Most of these awards were for innovations that were solely Conway’s

As a result, by 2009 the erasure was complete:

Chip inventors getting their due at Hall of Fame induction

By Mike Cassidy, San Jose Mercury News

Apr. 30, 2009 --The 50th birthday celebration of the integrated circuit kicks off in Silicon Valley this weekend, and frankly, I'm a little overwhelmed . . .

On Saturday night, the National Inventors Hall of Fame is inducting this year's class. The sold-out ceremony (at the Computer History Museum) is in Silicon Valley for the first time, because the Ohio-based hall is honoring 15 who are responsible for breakthroughs in semiconductor technology -- the technology that put the "silicon" in Silicon Valley . . . In a way, it's as if the valley's founding fathers are coming together to be honored in person and posthumously.

Inductees Gordon Moore, co-founder of Intel and namesake of Moore's Law, and Carver Mead, chip design pioneer and all-around brainiac, will be at the ceremony. So will lifetime achievement honoree Andy Grove, Intel's former CEO . . .

With Andy Grove, Gordon Moore and Carver Mead taking center stage:

INTEGRATED CIRCUIT

HONORING THE PEOPLE WHO HELPED PIONEER COMPUTER CHIP TECHNOLOGY

Andrew "Andy" Grove, top left, who cofounded Intel, will be given a lifetime achievement award.

Besides cofounding Fairchild Semiconductor and Intel, **Gordon Moore**, top right, will be honored for devising Moore's Law, which accurately predicted that the number of transistors built into each computer chip would double every two years, though he initially thought the doubling would occur annually.

Carver Mead, left, will be honored for devising the so-called VLSI method for designing chips.

INNOVATORS TO BE INDUCTED INTO HALL AS PART OF 50TH CELEBRATION

By Steve Johnson
Mercury News

To celebrate the 50th anniversary of the integrated circuit, the National Inventors Hall of Fame will honor 16 people who helped pioneer computer-chip technology during a sold-out ceremony Saturday at the Computer History Museum in Mountain View.

Andy Grove, who cofounded Intel and formerly served as the Santa Clara chip maker's chief executive and chairman, will be given a lifetime achievement award.

Among the others being honored is Gordon Moore. Besides cofounding Fairchild Semiconductor and Intel, he devised Moore's Law, which accurately predicted that the number of transistors built into each computer chip would double every two years, though he initially thought the doubling would occur annually.

Also to be honored are:

■ Carver Mead. By devising the so-called VLSI method for designing chips, he helped to develop the standards and tools that permitted tens of thousands of transistors to be packaged onto semiconductors.

See INVENTORS, Page 2

Freethinkers shaped the valley

Honoring an era of innovation

MIKE CASSIDY
» Silicon Valley Dispatches

SALUTE TO THE SEMICONDUCTOR

San Jose Mercury News April 30, 2009

Andrew "Andy" Grove, top left, who cofounded Intel, will be given a lifetime achievement award.

Besides cofounding Fairchild Semiconductor and Intel, **Gordon Moore**, top right, will be honored for devising Moore's Law, which accurately predicted that the number of transistors built into each computer chip would double every two years, though he initially thought the doubling would occur annually.

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MERCURY NEWS PHOTO ILLUSTRATION WITH IMAGES FROM MERCURY NEWS ARCHIVES AND ISTOCKPHOTO.COM

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See INVENTORS, Page 2

BTW, not only was Lynn Conway not invited, she didn't even know it was happening!
Hmm. Reminds us of the Apple Macintosh story, eh?

My recent investigations into and reporting on what happened, hoping to regain some of my legacy along the way . . .

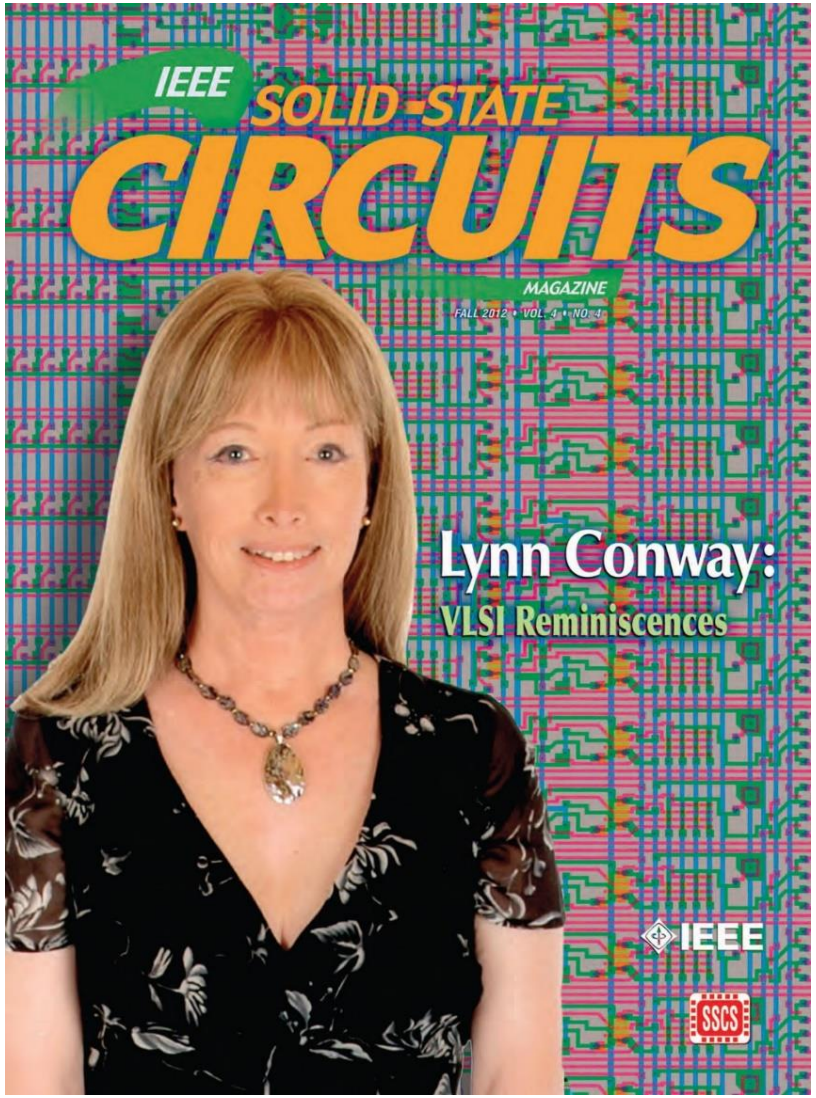
Link

The story of my recent investigations is quite a saga, yet to be fully told . . .

But to make it short, along the way I uncovered all sorts of fascinating data and evidence.

And all that led me to write and publish my "Reminiscences of the VLSI Revolution" in the Fall 2012 IEEE *Solid State Circuits Magazine*.

It was the first time in decades that I'd stepped forward to tell the story . . .



Here are links regarding my investigation to understand what happened and to reclaim my life-legacy:

Compilation of the VLSI Archive, 2009-2012

Publication of my IBM-ACS Reminiscences, 2011

Publication of my VLSI Reminiscences, 2012

Publication of The Many Shades of 'Out', 2013

Publication of my MIT Reminiscences, 2014

Here's evidence that "the paradigm is shifting":

Hall of Fellows, Computer History Museum, 2014

Honorary Doctorate, Illinois Institute of Technology, 2014

IEEE & Royal Society of Edinburgh, James Clerk Maxwell Medal, 2015

Honorary Doctorate, University of Victoria, Nov. 9, 2016

And now a Counter-Intuitive Explanatory-Conjecture for the *Mathew Effect*, *Matilda Effect* and '*Conway Effect*'!

Link

Throughout this case-study we "appear to observe" the following effects:

(i) the "Matilda effect" (repression of women scientists' contributions)
(ii) the "Matthew effect" (eminent scientists get more credit)

These effects involve "self-fulfilling prophecies", which Merton describes as:

". . . *a false definition* of the situation evoking a new behavior which makes the original false conception *come true*. This specious validity of the self-fulfilling prophecy *perpetuates a reign of error*. For the prophet will cite the actual course of events as proof that he was right from the very beginning."

But is that all that's happening? Or are other, deeper forces in play?

Link

On closer investigation, I realized that something far more subliminal and fundamental was happening at a social level . . . something that involves no errors, no conspiracies, no repressions **and no 'bad guys'**:

CONJECTURE: Almost all people are blind to innovations, especially ones made by 'others' whom they do not expect to make innovations.

Since for most people, 'others' = 'almost all people', few people ever witness or visualize innovations, even ones made right in front of their eyes, even including some made by themselves!

Instead, when constructing internal-orientations towards 'novelties' they stumble upon, they look for cues by others . . . not just whether or not to accept or reject a novelty . . . but even whether to notice it in the first place!

From this perspective, the **Mathew Effect and Matilda Effect are derivatives** of the conjectured **"Conway Effect"**, which covers 'all outsiders'.

Visualizing the Conway Effect in action:

Most students in MIT'78 thought they were learning "how chips were designed in Silicon Valley" (the course was, in effect, a giant MIT hack!). They "did it" without realizing they were learning radical new methods.

The astonished reaction amongst Silicon Valley cognoscenti led to intense interest in reverse engineering "How MIT did this", and many research universities immediately wanted to offer similar "MIT VLSI courses".

The next year, the users of MPC79 took it for granted and just 'used it'. No one realized MPC79 was an even larger paradigm-shifting-hackathon that launched the modern industrial system of "fabless design" + "silicon foundries" + "internet-based e-commerce infrastructure."

By analogy with Doug Engelbart's '68 "Mother of All Demos" that framed the emergence of PARC PC's: **MPC79 was "The Godmother of All Demos"**

What might MPC79 participants been thinking?

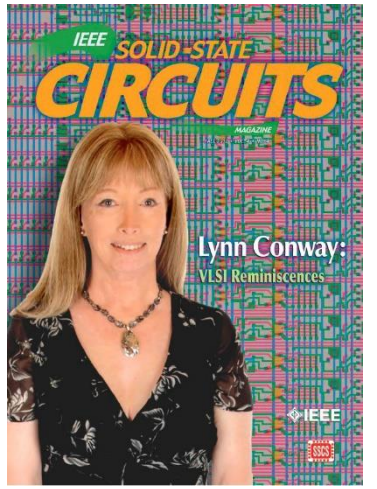
Since MPC79 used the ARPANET, many thought DoD's DARPA had "innovated it."

When DARPA later funded the transfer of the MPC79 technology to USC's Info. Sci. Inst., many high-tech'ers and future users thought "MOSIS" had been "innovated by DARPA"! Government-sponsored MOSIS-like services even sprang up in other countries too!

Thus the VLSI revolution swept through the high-tech community without anyone realizing it had been deliberately generated, much less how that was done, or who did it.

Although the VLSI Book by 'Mead' was iconically-connected with these large-scale techno-social events, Mead himself was never able to explain what happened . . .

Meanwhile, Conway remained hidden in the shadows until 2012, when she finally felt able to emerge and explain how it happened . . .



The Conway Effect: Almost all people are blind to innovations, especially those made by folks they don't expect to make innovations.

- Innovations diffuse via social-processes involving subliminal subgroup noticings, mimickings, rejections, adoptions, adaptations, tradings and displacements

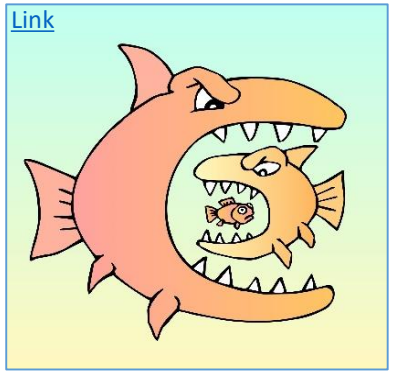
Meanwhile, credits for innovations as social tokens are *separately* subliminally assigned, gained, granted, bartered, **seized**, etc . . .

- Crediting-processes are modulated by visibility, status, prestige, class, power, location, credentials, prejudice, popularity, influence, money and accident . . .

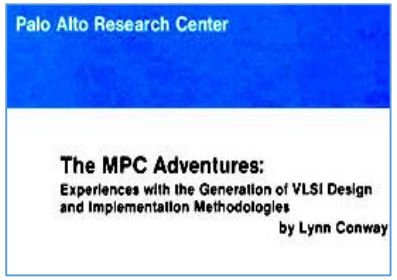
The *visibility of crediting* (vs invisibility of innovations) *thus sustains the crediting-processes and the ongoing-blindness to innovations.*

Corollary: It's possible to trigger large paradigm-shifts right out in the open, as long as people have no clue what you're doing!

Distracted by Greed:



Covert Visioneering!



Link

THE END

Moral Of The Story:

“When Weirdness breaks out, don’t get upset . . . Do Science On It!”

http://ai.eecs.umich.edu/people/conway/Memoirs/Talks/UNIT_2017/Inside_Story_Talk.pptx
http://ai.eecs.umich.edu/people/conway/Memoirs/Talks/UNIT_2017/Inside_Story_Talk.pdf
www.lynnconway.com ; conway@umich.edu

Q/A and Discussion:

Questions for you to ponder!

Have you noticed an innovation this week?

Have you made an innovation this week?

What is an innovation???

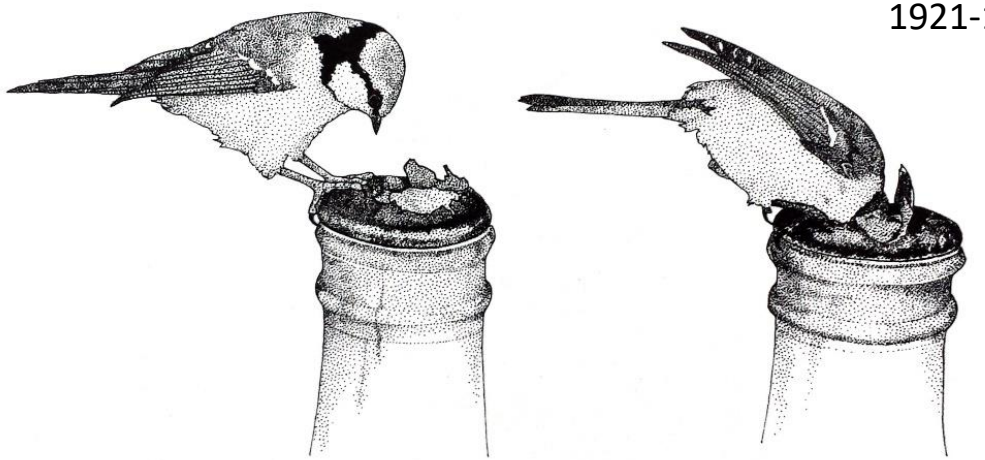
Meta: How to think abstractly about such things?

Gaining insights from the evolution of culture in animals . . .

Glimpses into Emerging Techno-Social Dynamical-Systems . . .

Thought Experiment!*

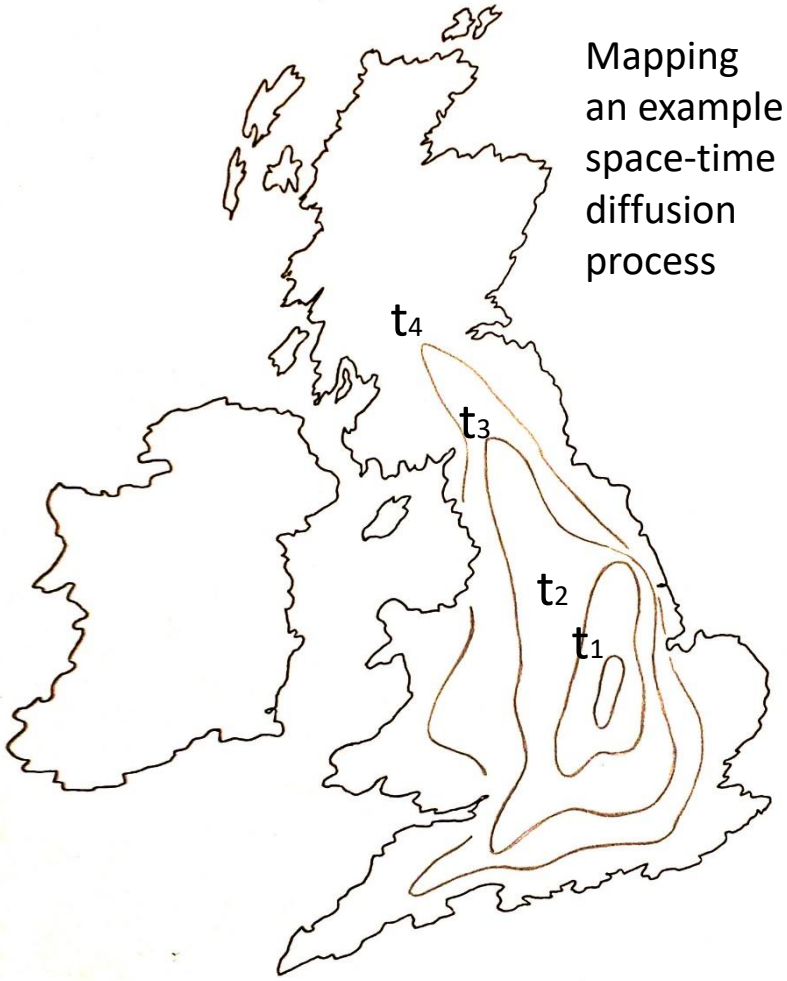
Visualizing the diffusion of an ‘innovation’, 1921-1949



John Tyler Bonner, *The Evolution of Culture in Animals*, Princeton University Press, 1980, p.183-4.

*As unfolded by Lynn to mystified audiences decades ago in her spirited keynotes at Spring Compcon ’83 and DAC ‘84.

Mapping an example space-time diffusion process



Thought experiment!**

“The most remarkable of such examples comes from the work of the Japanese Monkey Center where macaques were isolated in groups on small islands, and differences in the behavior patterns of different island populations arose by cultural evolution . . .

The greatest achievement is that of Imo, the female genius among the macaques.

At the age of two she invented washing the sand off sweet potatoes before eating them, and at a later date she found a way of separating wheat from sand by throwing the mixture in the water and skimming off the wheat from the surface.

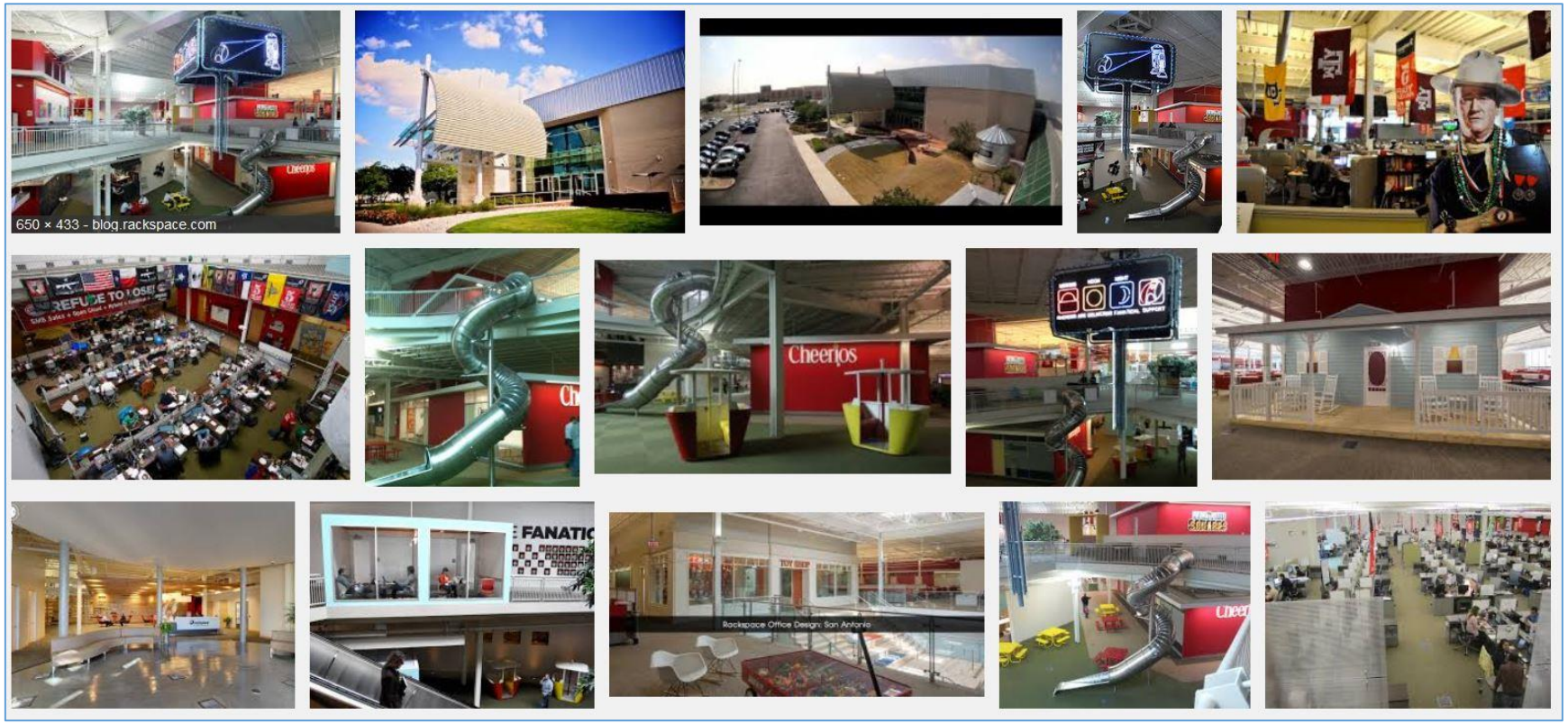
These discoveries spread slowly through the colony, although in general the older individuals were the last to acquire the new tricks.”***


Source

**As unfolded by Lynn to mystified audiences decades ago in her spirited keynotes at Spring Compcon ’83 and DAC ‘84.

***John Tyler Bonner, *The Evolution of Culture in Animals*, Princeton University Press, 1980, p.184.

Thought Experiment: [Inside Rackspace's Headquarters](#) (video of “The Castle”)



Just imagine what’s going on inside “1 Fanatical Place, Windcrest, TX”, and similar high-technology exploration-grounds all around the world!

For glimpses into Techno-Social Systems in the emerging Social Age see:

University of Victoria

November 9, 2016

Our Travels Through Techno-Social Space-Time: Envisioning Incoming Waves of Technological Innovation

Lynn Conway, Professor of EECS Emerita
University of Michigan, Ann Arbor

How can we visualize our life-journeys through an ever-more rapidly-changing techno-social landscape? How did the processes of social-change begin speeding-up in the first place? Where are we headed as we enter the looming techno-social age? These questions are on ever-more minds all around the world. For insights we reflect on, then follow, evidence and words of wisdom from the past.

UVIC Transgender Archives

This slideshow with embedded links is posted online for later study & reference:
http://ai.eecs.umich.edu/people/conway/Memoirs/Talks/UVIC/Techno_Social_Talk.pptx
http://ai.eecs.umich.edu/people/conway/Memoirs/Talks/UVIC/Techno_Social_Talk.pdf

UVIC Engineering & Computer Science

http://ai.eecs.umich.edu/people/conway/Memoirs/Talks/UVIC/Techno_Social_Talk.pptx
http://ai.eecs.umich.edu/people/conway/Memoirs/Talks/UVIC/Techno_Social_Talk.pdf

Readings:

Ken Shepard, “Covering”: How We Missed the Inside-Story of the VLSI Revolution”, *IEEE Solid State Circuits Magazine*, FALL 2012, pp. 40-42. (more)

Chuck House, “A Paradigm Shift Was Happening All Around Us”, IEEE Solid State Circuits Magazine, FALL 2012, pp. 32-35. (more)

Lynn Conway, “Reminiscences of the VLSI Revolution: How a series of failures triggered a paradigm shift in digital design”, *IEEE Solid State Circuits Magazine*, FALL 2012, p. 8-31. (more)

Lynn Conway, “The Many Shades of Out”, *Huffington Post*, July 24, 2013.

Paul Penfield, "The VLSI Revolution at MIT", *2014 MIT EECS Connector*, Spring 2014, pp. 11-13.

Lynn Conway, "MIT Reminiscences: Student years to VLSI revolution", *lynnconway.com*, March 11, 2014.

Computer History Museum: “Lynn Conway, 2014 Fellow, For her work in developing and disseminating new methods of integrated circuit design”, April 2014.

Nicole Casal Moore, “Life, Engineered: How Lynn Conway reinvented her world and ours”, The *Michigan Engineer*, FALL 2014, pp. 42-49.

Catharine June, “Lynn Conway to receive 2015 IEEE/RSE James Clerk Maxwell Medal”, *Michigan Engineering News*, December, 15, 2014.

IEEE and the Royal Society of Edinburgh, “James Clerk Maxwell Medal ceremony at the Royal Society of Edinburgh”, YouTube, Nov. 12, 2015.

IEEE/RSE Maxwell Medal Presentation at the Royal Society of Edinburgh: Citation by Barry Shoop, President-Elect of the IEEE, Nov. 12, 2015.

Magnus Linklater, “‘Life in stealth’ of microchip genius who migrated to a new identity: Lynn Conway beat transgender bias and began a revolution”, *The Times* (UK), Nov. 14, 2015.

University of Victoria, “Professor Lynn Conway’s Citation for the Degree Doctor of Engineering, Honoris Causa, Univ. of Victoria”, Nov 9, 2016.