

Acknowledgments

Under the best of circumstances, writing a book is a solitary affair, and that is all the more so when that writing takes place in a windowless basement cell. Throw in a pandemic, and the line separating solitude from isolation thins considerably. I therefore am and will remain forever grateful to my partner of half a century, Sharon Kaufman-Osborn, who tolerated my occasional (?) grumpiness, my everyday fixation on this project, and my often clumsy exposition of arguments that I hope are now more clearly presented here.

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Although not expressly discussed within these pages, in thinking about how the constitution of rule within US colleges and universities might be differently fashioned, I draw inspiration from my 2019 visit to Spain's Mondragón University, where Ander Exteberria and Jon Altuna acted as my splendid hosts. Likewise, I gleaned much from my visit in 2018 to the University of Lincoln and the Co-operative College in Manchester, where Joss Winn, Mike Neary, and Cilla Ross taught me about the struggle to found the United Kingdom's first cooperative university.

For what it's worth (and I think it's a great deal), I dedicate this book to the students of Whitman College, who, for nearly four decades, kept me curious.