# Audio file

[Khan Academy Sal Khan.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Hey, it's guy here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Have you ever thought about starting a business, and if so, what would it be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How do you come up with an idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Do you find the money to start?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How do you get the word out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Your product or service.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Do if your idea isn't working and how do you pivot? Well to answer those questions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I've written a book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's called. What else how I built this and it's full of inspiring stories from some of the greatest entrepreneurs in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Who've been through the trenches, made big mistakes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Tail if you're looking to start something or just want to be inspired by those who've built incredible things, pick up how I built this. Now wherever you buy your books or by visiting Guy raz.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:00:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It was incredibly stressful and we were digging into our savings about 5 or $6000 a month and you know, but my male ego was trying to shelter my family from from it. So I was putting on a strong face to my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And family and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You can imagine my mother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Who? You know, when I told her I'd quit my job. I you know, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Her first word was what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm Guy Raz, and on the show today, how a random decision to help a cousin with her math homework let Sal Khan to build Khan Academy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A free online teaching platform with nearly 30 million users a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:01:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So most of the products and services we've talked about on the show have been innovative or disruptive in some way, but some of them and you've heard me say this before, have fundamentally changed the way we live, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Lyft, Airbnb, Starbucks, Shopify, Wayfair. These brands have transformed the way that many of us shop and travel and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Work, but every now and then a founder comes along that seems to want to do something even more ambitious, even more transformative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like remember Pat brown?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He found it impossible foods to create meat out of plants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Meat. So meat like that even?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Most diehard carnivores would want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Pat wants to put a stop to meat production period because of the damage it's doing to the planet and essentially, and I don't think I'm overstating this, he set out from day one to change the world, but still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Pat Brown stands to make a lot of money from his company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:02:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Same with most of the founders who've been on this show, and I don't think any of them are motivated primarily to make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It is part of the story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To make a product or offer a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Service sell it to you and me and they also get rich perfectly fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But what about someone who makes a product or offers a service that is equally transformational?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Even more so, but makes it 100% free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To do that you have to make personal sacrifices, starting by earning a lot less money, which is just part of what makes Sal Khan so incredibly remarkable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Over the past 12 years, he's built Khan Academy into a powerhouse, a massive online learning platform that offers free tutorials to anyone, anywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And from the very beginning, Sal decided his Academy would be a non profit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Then it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Never be tempted to compromise on its value.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:03:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I use, but before he launched Khan Academy, Sal didn't anticipate any of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:04:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He was just trying to help a younger cousin with her 6th grade math lessons. At the time he was working for a hedge fund, but from those early days of doing one-on-one tutorials.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:04:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Sal gradually built a platform that offers hundreds of classes in dozens of languages. Nearly 30 million people use Khan Academy every month to learn math.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:04:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Science, the arts even sat prep all for free and Khan Academy has inspired the launch of many other online learning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:04:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Platforms, but many of them are for profit operations that charge money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:04:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But we'll get to all of that in a moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:04:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[First, let's back up just a little bit. Sal Khan grew up in Metairie, LA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:04:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[His mom was from India and his dad was from Bangladesh and the marriage ended when Sal was pretty young.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:04:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Parents, you know, had issues and so they separated when I was probably about 18 months old, two years old, and then I had really never, you know, seen my father again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Saw him once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For an evening when I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then he passed away the next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So it's it was really my mother who who raised us as a as a single mother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow, was there a community of of South Asian families in in Metairie when you were growing up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, my, you know, when my parents separated, we actually lived with my young uncles at the time they were in their 20s. And so they all were kind of like Father figures and almost like older siblings to to me as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[In a lot of ways, they were not your stereotypical. You know, just come to the US study, you know, get a job, save money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Kind of prudent immigrant story, they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They were much more embracing of New Orleans.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:05:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Culture and and I would say they're the most new orleanian S Asians you will ever find in in your life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I had a very colorful childhood, you know, late night parties, people singing and dancing, you know, for for me it felt like a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I remember my third birthday that my uncle's got a belly dancer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Still remember habiba?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, so it was definitely a different type of childhood, but it was in some ways a really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Sal, what did your mom do for a living?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The first job that I remember her having she she was the the the person who takes the change out of the vending machine at the at the local hospital. Actually the hospital where I was born and she took me to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Couple of times she didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Childcare and I thought at the time I remember, you know, watching her do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Think it was like the coolest job on Earth because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know you have this key that you can open up the vending machine and like quarters, just pour out of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So she did that for a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then essentially was a cashier at a series of convenience stores. Just kind of doing, you know, 1 minimum wage job after another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then I was in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:06:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She had remarried. Her and my stepdad at the time were able to kind of cobble together to get a small.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Convenience store in Metairie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[In your book, you write Louisiana was as close to South Asia as the United States could get. Its spicy food, humidity, giant cockroaches and a corrupt government.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Which is both funny, but somewhat true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I guess right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You grew up at a time when, like David Duke was like the representative in the state legislature.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, the the part of Metairie where we had our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It was called Seminole Convenience store on Seminole Ave. and it's called Apartment called Bucktown. That was kind of the heart of David Dukes base, so to speak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Uh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Remember, you know right outside of our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Our store across the street was the largest, David Duke for president sign I've ever seen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:07:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so it was a it, you know, the the folks who lived in the neighborhood who were frankly, you know, Super David Duke supporters, you know, in some ways, it was lucky this was pre 911.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They didn't really know what to make of of my family at at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, we've had a few conversations. I remember with people at the store where they they openly told us that they were trying to decide whether we were white or the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Word so you know, we were confusing them, but you know, growing up, I was, you know, the only brown kid in, in, in, in the classroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But I never felt in school at all like folks were in any way biased or racist against me. If anything, I have to give the the school system the Jefferson Parish School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A lot of credit, you know, I think a lot of what I am today is because they gave me opportunities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Were teachers that believed in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I had a really good friend circle so so I have no you know, I I don't feel like it was a a, a tough childhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So was your mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Did she have very strict expectations for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:08:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, she had come from India to United States, made a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Did she? Sort of, you know, would she say you have to be an engineer, doctor, a lawyer like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was there any kind of talk like that at home when you were a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, my mother definitely did instill some really strong values.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Know just seeing her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My mom is a very courageous person and you know, we were the only family that that in our friend circle where you know, we were kind of not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Well off or at least not middle class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But I think that was helpful too, because the family friends we had many of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Typical doctors and engineers and you know, you obviously can see where you live and you see where those kids live and you can see kind of our financial insecurity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Still remember I must have been eight or nine years old at at Kmart and I was being a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I really wanted to be, you know, by this hot wheel set and I was throwing a tantrum in the Kmart and I remember that was the first time that my mom kind of just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Kind of broke down a little bit says don't you realize we have no money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know, one of my uncles, they had a they had a a food store in a really rough neighborhood in New Orleans.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Got shot. You know people, you know, we thought he was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think I was about 8 years old at the time, so I was just like I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Don't want that life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'd rather have the life of of my other South Asian friends who are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Are you know, well, professionals.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Shower.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm trying to figure out where your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Framing comes from the way you frame your childhood is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Pretty remarkable because I think you can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, I mean somebody with the same experience could say actually was really hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Financially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My uncles had a convenience store. My mom did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was not safe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We were, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The only brown skinned people in our neighborhood there was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:10:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean the way you frame your childhood is totally different from the way I think a lot of people would frame it and I wonder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Would you attribute that to? I mean, where does that come from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Well, you know, I I generally think it was a, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Rich and colorful childhood and and there was definitely hard aspects of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But I think everyone has their their own flavour of hardships and for the most part I think whatever hardships or constraints we had helped.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Grow me and and you know and it gives you a perspective on life. And. And I wouldn't describe my childhood as idyllic by any stretch of the imagination, but I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I would describe it as colorful and and rich and and it definitely. I had experiences that, you know, a lot of kids didn't have, which I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Were actually, in hindsight, quite incredible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[When you're in high school, you were in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A heavy metal band or death metal band or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Which one was it? Is that true?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yes, I was a lead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But, you know, singing is being very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To what I was doing was more of yelling or growling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You were the lead growler of the death metal band.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was the lead growler of a death metal band and original name, and I cringe when I say these things now. It was malignancy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What was the band called?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Replay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Then we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To change our name because there was abandoned Florida called malignancy. Anyway, you know, it was me and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Three other guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So you were in this band and but it sounds like school was pretty easy for you that you were doing pretty well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That kind of did just whatever I needed to do to to get a decent grade, and it was about 9th or 10th grade that I started getting really serious about studies. And I remember in 10th grade I kind of lived this double life where I was on kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The academic teams and quiz bowl and Science Olympiad and I was chosen to be on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Representing Louisiana at National academic game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Games and it was the same weekend as our first big gig as a death metal band. And so I had this kind of path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:12:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I had this choice that I had to pick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This is this is malignancies first main rib gig.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, we we had an opportunity to open up for paralysis, which is a big deal and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Malignancy opens for paralysis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, it's and you know, some of my, the people who are in my band, they were starting to get into trouble. Some of them started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:20](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Doing some drugs, you know, getting a little bit into, I would call a scary crowd and and that frankly, you know I had my I had my quiz bowl and academic games.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:24](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then and then I had had some of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My other friends who were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Their life was getting really tough and they were starting to, I would say, get into trouble and that that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That scared me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So when it came time to apply to college, were you encouraged to aim pretty high, like like to a prestigious school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I give a lot of credit to my sister, you know, she was always a little ahead of me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I looked at the schools that she was applying for when she was graduating from high.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was in middle school or or freshman at the time, and she was applying to places like Brown University and I was like fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You looked at the tuition at Brown University. There's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And she's like, no, there's something called financial aid, and you can get loans and all of this. And she ended up going to Brown and that completely opened up my mind of what's possible. And to get my mom fair credit, she definitely, you know, I think South as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Indian culture, whatever you want to call it, you know there is this very, you could call it positive or negative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Pressure of like oh, So what are your kids doing so. And so kids going to Med school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, so and kid got a has a has a has a perfect GPA is valued.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Is your kid only the salutatorian?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So she kind of would often tell us stuff like, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You should be valedictorian, just like](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Tuhin was this kid we knew who was ten years older, who had, I think, by the time he was 18, he had a PhD from Tulane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know it's. I think he now has 2PH D's in an MBA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I remember there's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I heard a lot about Tuvi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:14:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So I guess your mom was pretty happy 'cause you wound up going to MIT and and and when you got there, was it just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Setting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It was for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know when when I got there, I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It did feel like heaven on so many levels for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, it was the first environment that I had been in that really are like, you know, you shouldn't be ashamed if you're getting excited in an organic chemistry class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I still remember one of my friends, Darender, who I actually met in the organic chemistry class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I literally saw him getting excited about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What was being talked?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He was having epiphanies as as we were talking about like the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Reaction and it's the closest thing to Hogwarts in in the real world where, you know, science is magic and you can walk down. You know, the main hallway and MIT is called the Infinite Corridor. And you're just seeing, you know, people with like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Goodnight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That some of them are a little bit unusual in their affect and all of this, but they all have these magic superpowers and there's professors who are inventing things and building things, and this is right in the late 90s where the Internet and computer science was was start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Become very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Relevant to bar to society as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So it's it's it's MIT was and I think continues to be an incredibly exciting place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Graduated MIT with a master's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You you like double tripled up on classes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I guess just were insanely productive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And and got a degree in computer science.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What did you do after you graduated?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Well, I I remember my senior.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This was about November of my senior year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I talked to a a friend who was a year older and he had just gotten a job at Oracle and I I was kind of nosy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like, well, how much are they paying?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You and yeah. And he said $100,000. And for me at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Your mind was blown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My mind was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My mom was making $16,000 a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I had about $25,000 in debt, which at the time felt like all the money in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So I was getting stressed about it and I was and I literally, I remember thinking like it would be irresponsible for me not to try.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That type of money pay off my debt, help out my family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And just get a little bit more financial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So I remember that's when I went to my advisor and saying I think I need to finish the masters this year and they all thought I was a little bit crazy, but it it happened and and and I actually ended up working at Oracle. It's my first job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow. So you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Moved to Silicon Valley to work, California to to work for Oracle I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, moved out to the Bay Area and you get to, you know, about a year into my tenure there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's 1999.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We're at the peakofthe.com bubble.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I remember having a conversation with a friend of mine who was on an H1B visa from India and and he said tell why are you here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like, well, yeah, pays.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm here 'cause I have to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I have to get my immigration, but like you're a citizen. Like, if I were you, I'd be. I'd be starting a company right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:17:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Is the late 90s and so yeah, I ended up joining a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It was a startup to. It was gonna democratize venture capitals called me VC, where the the idea was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, you had all these IP OS that were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So a lot of people were trying to get into the venture capital market, but obviously it was hard for people to get into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so these two bankers from Robertson Stevens at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They had come up with a structure that could be a publicly traded venture capital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And and so that was the startup and was going to have a tech aspect of it where people could see the investments, et cetera, et cetera.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That was what I was supposed to build and dig build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Idea but but still hasn't been democratized to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What happened to the startup?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, while the NASDAQ was Roaring was doing quite well it, it grew to 40 employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Raised its first fund, which I think was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A several $100 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:18:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But then you know, I still remember that day and I believe was, you know, spring of 2000 when the NASDAQ collapse and you know, and with that, I saw the the other side of the startup world where, you know, every week we'd have to lay off a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And it was incredibly, incredibly painful and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Political and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And that was around the time that I was like, yeah, maybe I should take shelter someplace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I started looking up applications for Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So you decide to leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Valley in the startup world for at least the time being and go to Business School, you went to back to Massachusetts, to Harvard Business School and what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The what was the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was your idea like. All right, I'll do this and then I'll go back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[World. Or I'll go into finance and get a stable job and, you know, make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Good income like, did you have a sense of what you wanted to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, if I'm really honest, I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was out in Silicon Valley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean the male female ratio in Silicon Valley back then was horrendous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:19:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I I also felt traumatized to a large degree by my startup experience because it was. It was so painful and political and and and I actually told myself that I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Didn't have the fortitude to be an entrepreneur, that that it is, it's just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's just so emotionally taxing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Let me go to Business School and you know, maybe broaden my resume a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[People just don't perceive me as the tech guy or the quant guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And it was while I was in Business School, I started taking finance classes and started seeing that. Wow, there's a real beauty to finance that. It has its quantitative aspect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Has a huge psychological and historical aspect to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That I loved, and I remember taking a capital markets class and that was probably the the math heaviest class offered in Business School and and the professors name is George Chaco. I remember going to him after class one day like you know, I really like this class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And he's like, yeah, you really have a knack for capital markets and things like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like, well, what should I do with this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What kind of career is this for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's like, I think you should go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[At a hedge fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I said, wow, that sounds great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A hedge fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:20:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And he explained, you know, it's it's like a mutual fund, but there's a lot more flexibility in how you invest the money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Get into exotic things you can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You can buy and sell options and I talked to some friends who are either who had worked at hedge funds or who were going to work in hedge funds and said, you know, So what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And they kind of looked at me like, are you crazy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like it's about as good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It gets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So. So I guess you you decided to do exactly that to get a job at a hedge fund and was it easy to land one?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know my application got rejected hundreds of times and my resume did not look like it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A hedge fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was getting people in tech who wanted me to be a product manager or something like that, but at that at that time I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:39 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[There.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was a girl I had a crush on from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She was now in Med school in New York, and so I was also like, I need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[In New York and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I literally went through the directory of any hedge fund in New York and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:21:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was getting one rejection after another and then eventually there was this guy, Dan Woll, based in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[In Boston, who was apparently kind of getting his hedge fund off the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And Dan, at the time was 32 years old, I think or 33 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I interviewed with him and he hired me. And he later told me he hired me because I didn't have a background in finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Liked that? I seemed to be kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Of personality and you know it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:24](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's one of these ironies that I had then fallen back into, essentially a startup, because it was me and Dan, as we were looking for office space and, you know, making sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The office was dog friendly because he had this large dog that we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We had to accommodate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so yeah, that that was my first job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Minutes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How did you do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, I gotta say, you know, it's it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was a fascinating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:22:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Because what we would do is we would screen the market for things that looked just intriguing and we would try to understand that business and the best way to understand that business was try to get the the management team on the phone to explain their business to us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And and so it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Intellectually, I was like kid in a candy shop because I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was able to every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm just kind of like being a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You're able to really dive deeply into these, and my job was actually to be kind of a hyper learner because you know, the first half of the calls, I would always say like it was a little bit of like, Gee whiz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How does this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How do logistics work and all that? And then the second-half of the call?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I would turn up the knob A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Bit and I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know what you're saying doesn't make sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And push the management teams a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A bit harder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Huh. And I mean, why you're doing all?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You're. You're also sort of starting what would become Khan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, you're working there in Boston and I guess is around 2004. And like the story, I guess that I've heard is that your sister's daughter has is like having trouble.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Math is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Is that sort of the story?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It was a cousin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:23:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was a year out of business. School, had just gotten married to the to Umama. The person that I was trying to move to New York for and and the wedding was in New Jersey, which is where my wife grew up. But then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Family was visiting from New Orleans and they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They wanted to visit Boston during 4th of July, and so I was showing them around town and it just came out of conversation that my 12 year old cousin Nadia, her mother Nazarthanti, was telling me that she was having a couple of math and she's like, Sal, if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Anything you can do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I know you know you're more knowledgeable about these types of things, and so I I talked to Nadia and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Nadia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She was having.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She took a placement test at the end of 6th grade, had a lot of unit conversion in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She felt that she just couldn't understand unit conversion. And so I told Nadia, like, I'm 100% sure you're capable of learning unit conversion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How about when you go back to New Orleans?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm happy to tutor you remotely and she was up for it. And so that's that was August of 2004 when I started tutoring Nadia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[All right, so remotely sounds fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like in the era of zoom and slack and stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How did you do that in 2004?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:24:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It was it over the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, it was over the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And we'd use Yahoo Instant Messenger to to type messages or to type questions and Yahoo instant messenger at the time had this feature called Yahoo Doodle, where you can actually with your mouse, scribble something and someone on the other side could see what you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:19 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Ribbled and you can imagine writing math equations with a mouse was pretty painful and so I got myself and I got Nadia a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Know like I think was $60.00 pen tablet so that you could write but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A little little part of your instant messenger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But that's still enough that you could write things like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[3X is equal to six. You know, what does X equal?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So that's that's how we did it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And this is just something you doing at night and you know kind of after work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, we I was doing it everyday about 30 minutes getting on the phone and after, frankly, a few weeks, Nadia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:25:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The first few weeks was just deprogramming her own lack of self esteem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But then after she got through that, she started to believe that she was capable of learning. Unit conversion actually came quite easily to her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She got caught up with her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She came a little ahead of her class. At that point, I became what I call a tiger cousin, and I called up her school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:12 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I said, you know, I really think Nadia Rehman should be able to retake that placement test from last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Said who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You said I'm her cousin and you know, surprisingly, they let her retake that placement test.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And the same Nadia, who was only a few months ago, put into a remedial class, was now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Into an advanced math class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I was hooked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow. And what was the secret? I mean, how how did you get her from a remedial class to an advanced class in a matter of months?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I would love to believe that I'm some type of super tuner or something, but I think the reality show a lot of research to back this up that if you do have one-on-one tutoring and that tutor is able to identify what your gaps are and fill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:26:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Those gaps, especially in subjects like mathematics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That most kids can actually, probably all kids, could be accelerated dramatically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And that's all that was happening with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, there were some of it was just motivational.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Almost given up on herself so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I had to just remotivate her a little bit and I think a little bit of a secret, you know, this might sound a little bit of like a once again a tiger cousin or tiger parent thing to do. But when you get when you allow a student to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A little ahead of their class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Two things happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[One when they see it in class, they're like, oh, I've seen this before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They it builds a little bit of cushion and also builds confidence.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Just you know once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Realize that you can actually get a little ahead of your class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like oh, maybe this is my thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Maybe I'm a math person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I guess like the word gets out in the family in Louisiana and other relatives are like, hey, can you help my kid or can you help me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That sort of what happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:27:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I mean put exactly as you describe word spread that free tutoring was going on. And before you know, when I was getting requests from, from, from family members all over the country and by by 2006, I was tutoring.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[On a given day, anywhere between 5 and 15 cousins, family, friends around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[On a given day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[On a given day, yeah, they would all get on the speakerphone together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I would answer questions they had and you know I I one of one thing I saw with my cousins, the way that math is often taught and especially learned is it's like these fragmented concepts that you have to memorize formulas and patterns and things like that. And what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Thing that really served me well growing up is that if you just ponder the math a little bit, it all connects.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[All makes intuitive sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[All just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Thinking. And so I was really trying to do what I what I could to support them all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And meantime, you were still working at at a hedge fund, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:28:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was and and I have to give extra credit to Dan because in the early days when I was working for Lowell Capital dance startup hedge fund, it was just me and him I had bought into the stereotype that you have to work 80 hours a week to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So I was ready to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That and I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This about a month or two into starting my job. Dan's like, why are you still here?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Aren't you going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's like, no, no, Dan, I'm. I'm ready to, you know, I'm going to look for more investment ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like no go home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Go home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Look for investment ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's like, no, Sal, you're not going to help anybody by just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, having the appearance of motion, it's not about just churning yourself and tying yourself out, because then you're just more likely to make bad decisions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Our whole goal is to avoid bad decisions and the best way to do that is when you're at work, you know, have your game face on, have your game energy. But to do that, you're going to have to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Other things in your life you should.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Books, you know, recharge and actually that recharging is going to keep your mind open and and and keep you creative and not fall into the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Think that a lot of people do, and so Dan kind of forced me to have a life and that's what gave me the space in in my life to to offer to Nadia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:29:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. You know, after markets close, I'm, I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Pretty free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To to work with you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So you're doing this tutoring these kids and it's over the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And this is like around 2006 and somebody suggests that you make videos and you put it on YouTube. Is that did that happen around that time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Even before the videos happened in around late 2005, you know this background in software and in the back of my mind, I have always been fascinated by Ken's software play a role in improving human potential. And when I was in college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Almost every job I did was in some way related to education or how tech and education could be useful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I remember I worked for the some Spanish professors to help teach people Spanish. Then the the next summer I worked on some software to to help kids with attention deficit disorder learn math.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I created this little thing called Math Planet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:30:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So my brain was there throughout for a long time, and so when I started working with my cousins, I was like, wow, you know, it's hard for me to find good practice problems for them on the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Let me write some software for them that could generate practice problems and that then can give them hints and solutions and immediate feedback, and that could give me as their tutor data on how they're performing and how long things are taking them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I wrote it as a hobby.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And that was that was the first Khan Academy I, you know, I set it up as a website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And and you just it was not very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Presumably you just kind of did it yourself and offered it to to these kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. And I remember, you know, a lot of my friends was like, was this a business? I was like. No, no, not a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Not a startup.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'll never do that again. This is this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Is my family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That was my way of frankly, protecting it emotionally, and I was at a dinner party and my friend, his name ZZ Ramzan, gave him full credit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like, well, this is cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But how are you scaling your actual lessons?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:31:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I said, you're right, Julie. It's hard to do with 10 cousins. When I was originally doing with just Nadia and her brothers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And he said, well, why don't record some of your lessons as videos and upload them onto YouTube for your family?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I immediately, you know my technologist side said, well, that's such a low tech solution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Then I vocalized him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was like, no, that's for cats playing piano.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For dogs on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It it, it's not for learning and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That weekend and I, I think I probably had explained least common multiple to a cousin for like the eighth time. And it was like maybe Zoe's got a point. Maybe I should make a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[On least.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For my cousins and and then it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A. How do I make the video?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Back in 2006.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Cell phones weren't particularly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I didn't have a video camera and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know you do Google.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You realize, oh, there's something called screen capture software, and so I downloaded some, you know, free screen capture software. And I started just essentially recording some of my digital scribbles using my pen tablet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, but you can hear my voice over while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Talking and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They were done very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:32:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, they're from my cousins and I started uploading them onto YouTube and telling them watch this at your own time and pace and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We can dig deeper when we get on the phone and after about a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I asked him for feedback and they they they famously told me they liked me better on YouTube than in person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They just really liked having an on demand version of their cousin that they could watch as much as they want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was no shame in reviewing a concept that they should have learned in fourth grade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I started to realize, you know this this type of thing especially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I was doing math and I started doing some physics and chemistry and biology as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's pretty Evergreen content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Once you have a good explanation of adding fractions with unlike denominators.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Pretty much everyone in the world could use.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you don't really have to refresh it unless you figure out a better way of explaining adding fractions with, unlike unlike denominators.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, I'm trying to figure out how you were thinking about this, because I mean, clearly you were motivated to help your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:33:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Relatives and these kids in your extended family and friends of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But I have to think that a part of you was like, maybe there's something bigger here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Or were you just not even thinking that at all?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Oh, there was for sure something my my brain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Oscillates between these like mega delusional you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Space opera, science fiction ideas, and like Sally, you're being crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You focus on on what you can do in the here and now, and so you know the reason why I was always fascinated by software technology and education is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's not hard to imagine that if you make something that can increase human potential by 10 percent, 20% or 100%, and if it scales like technology can, there's no reason why it can't affect all of all of humanity one day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know, I was super inspired when I was young.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[7th Grade I read.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:34:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I read the foundation series, Isaac Asimov, and the protagonist is someone named Harry Selden, who's kind of a a new form of academic that's a combination of mathematics, economics, history, psychology.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And he's able to predict large scale historical.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And he sees through his science that the Galactic Empire is about to enter into a 10,000 year dark ages.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And he decides to do something about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He can't stop it from happening, but he can shorten it to 1000 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And the way he does that is by taking the Galaxy S knowledge and putting it into a foundation at the periphery of the Galaxy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I remember when I was 7th grade and I read that I thought 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Things one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Why don't more people think on those scales like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It feels so inspiring and epic to think on that scale, well beyond ourselves, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[When I went to the hedge fund world, I realized most people don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Think beyond the next earnings period.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Much less, much less generational, or over centuries or over thousands of years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:35:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then the other aha from that book in 7th grade was like, yeah, Harry Selden's. Right. Like the way to preserve civilization is really through knowledge. And it like, that is what defines a civilization. That is what defines human potential.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So you know, while I was working on this in 2006 and not 2007 and I started getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Thank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Letters from folks around the world, you know, people who are soldiers in Iraq saying I'm I'm using your content while I'm while I'm in Iraq to to prepare for college. So I can go back to college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Who dropped out of high school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was like, maybe maybe this project could be like the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It could be this thing that keeps us from going to dark ages, or maybe entering into a new age. Who knows.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I mean, that's what I'm wondering. When you started putting these videos out on YouTube on the Internet, would you, like, wake up and see like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[200 views and then 600 views the next day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, that's that's pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That's about what I I started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Were you like, what is going on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Who's watching this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was hoping that something like that would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, you know, when I put it on YouTube and it asked whether I wanna make it public, I was like, yeah, I guess it would be pretty cool if other people could could benefit from this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:36:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But then when you start getting, you know, not just the views, but for, I would say the comments especially you know people like opening up on the YouTube message boards or opening up on you know they can do the private.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Messaging on on YouTube and they'll tell you their life story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How that one video?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Unlock their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm like, Oh my God, this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This is a for that person. That video is a big deal and I didn't really have to do anything extra for that person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's really inspiring and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Just got more and more hooked on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Meanwhile, as you mentioned, I mean you you're still with Dan at this point at the hedge fund and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I guess at some point he decides to move the fund to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We had moved out to silicon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Dance wife had become a professor at Stanford, which is why we had moved out here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so my wife was able to finish her fourth year at Med school doing a bunch of rotations out here in in the Bay Area.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And now that we're on the West Coast, I was working from 5:00 AM till about two in the afternoon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Before our first child was born, I had a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:37:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My hands, you know, so I was spending about, you know, that four hours, four to five hours, I was spending after work. I was spending about half of it making videos. And about half of it continuing to write code.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That software, that practice software for my family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That other people were using.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Using and by 2007, 2008 it was in the 10s of thousands of people, and by 2009 it was in the hundreds of thousands of people were using it on a on a regular basis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[At what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Point, did you say to yourself?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Think I want to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think I want to do this full time. I think I actually want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Turn this into something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[There were many moments, you know, you can imagine in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Investing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You have your share of not so great days. You're like, maybe this is not what I should do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I should be a you know this virtual tutor. And then you're like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Dreaming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, look, you got to pay off your debt, pay off your mortgage, etcetera, etcetera.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:38:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So you know, I had multiple cycles that over the years, people in Silicon Valley, they do understand quitting your job. You know, some Angel investor writes $100,000 check and you're off to the races.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I did incorporate it as a not-for-profit in 2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To protect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It from the get go you said this is going to be a non profit even before you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Make this your full time job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[In my mind, it was almost in a. It was initially in an emotional thing to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Which?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Know I was getting these letters from folks saying how it helped them and that was such a precious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[People's trust in me that I never wanted them to, to even suspect that I'm doing it for any other reason.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Now look, there's a lot of for profits in many industries that do incredible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And even in education, there's for profits that do good things. You know, obviously, I was working at a hedge fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I I believe in capitalism.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Believe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Even in markets, markets, markets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But while I was at a hedge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How much capital structure and incentives can really drive what an organization does, and the only organizations that really do stay true to some social bottom line over long periods of time are nonprofits.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:39:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I did have some folks who are reaching out to me by 2008 saying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Saying, hey, our kids have been using your stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Think it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We think this is going to be the next big play in Ed Tech.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Can I write a check and we'll start this thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And it was tempting. But then by the second conversation, it was always like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We'll give this stuff for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Hook people and then you have the freemium content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[No, we'll sell it. Yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And and that just felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Little, you know, queasy to to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So, so, but even when I set it up as a non profit, I said you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[No, I'm not going to quit my day job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Have a great day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know the hedge fund thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[See.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I can make a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What I can do as a non profit is maybe get other volunteers who want to help. Maybe if we get some philanthropy, maybe I can help hire other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Maybe if you know if I could be on a trajectory like Dan was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, Dan, if if he kept at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It could have easily.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know the next Warren Warren.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:40:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But you know he he decided to kind of pseudo retire at 40.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To focus on his family, when if he kept going, he could have easily become a multi billionaire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow. And I'm like, maybe I can retire early and be, you know, reasonably well off so that that I could, I could do this at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That, I mean that makes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So the plan was, let me make the money I need to make and be financially secure, and then I can devote my life to this thing, and I'll worry about money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, exactly right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How did you decide to leave that relatively secure and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Not stable, but you know this, this path towards immense riches and jump into this full time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What was the catalyst?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, there's this guy, Jeremiah Hennessy, who's the founder of B JS restaurants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:41:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He got my e-mail address and and emailed me and I was like, oh, this guy runs a large restaurant chain, publicly traded.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, it seems.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I should talk to him and he's I started having like these therapy conversations with him, almost like on a weekly basis and he would just keep calling me and say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Sal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Your purpose in life is not to be a hedge fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm sure you're good at it, but that's not your purpose in life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You don't realize the content you've made, what it's done for my own family. What it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Do for the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You need to be doing this, and he's like there's got to be some way that that someone will fund this as a nonprofit this, you know, the impact on the world could be so huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so when a legitimate person tells you that this is a legitimate thing to do, you start saying maybe. But then you go home, you look at your, you know, my my son was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[February 2009 and like OK, No, I have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Have another mouth to feed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We, you know, we we were renting a house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know that the rent had gone up because we had to move to a larger house. My mother-in-law had moved within with us as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like there's no way I could do this right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You were not a millionaire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was not a millionaire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:42:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then by fall of 2009.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[There were several 100,000 folks who are using the stuff I was making on a regular basis. I got a call from the the local tech museum.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They had this annual award ceremony, which is a pretty high profile thing called the Tech Awards, and they called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Said you've been nominated one of three entities nominated to to win this year's tech.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Ward and I was like, wow, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so I was getting that validation that like, well, people are starting to take notice of this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then CNN had called around the exact same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, if everyone remembers the context, the market was falling apart and it turns out I had made videos on not just on math and science actually had made videos explaining the stock market and videos. Explain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Mortgage-backed securities were credit default swaps and collateralized debt obligations, and I started getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Media houses contacting me, saying we are watching your explanations before reporting on the financial crisis and we think they're the best explanations out there and that I remember Rick Sanchez on CNN reached out to me says I want you to come on to my show for 20 minutes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:43:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And explain the financial crisis to America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So I'm like wow, like people are paying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So that was like my first signs from the universe that maybe this is what I should be doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Your wife, I think, was not yet a doctor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was still in residency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She was in fellowship at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[When you said, hey, I'm going to leave finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was she nervous?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, was she, like, sound like it's great. But I mean, we don't have enough cash. Or did she say, OK, do it, but just for a short period of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, it was a process, you know, and, you know, look, every marriage, there's, I would call it moods or weather to the marriage and and you know if I caught her at a bad moment it'd be like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I just got a weird look, but if I cut it a good moment, she'd be like, no, you don't look like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:44:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Been showing me these letters you've been getting. They are incredible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And it does seem like you're onto something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But but but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Then you know, let's look at our finances and we would look at it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Know our rent, you know to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A A four bedroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[House out here at the time, it seemed like a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was $4000 a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, she was making.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Probably $40,000 a year as a as a fellow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My mother-in-law was living.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Had a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We we were hoping to have more children.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Our expenses were were only going higher. So she saw that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was having trouble focusing on anything else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, you know that down payment we were saving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We said like, OK, maybe we can dig into that for a little bit for for a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I also say that a couple of philanthropists had reached out and said we're interested in what you're doing and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, I was like, oh, surely one of these people will fund it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So let me let and we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, and it'll be and we're off to the races, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[1,000,000 bucks and we're to go, that's what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:45:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Exactly. So I quit the job and then it doesn't work that way and work out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That way. All right. So you jump into this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[With both feet and um did the money start to come in immediately?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You start to get donors sending you checks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Kind of. You know those early, those early funders who seemed promising, you know, by conversation four or five. I started getting well, this is really exciting, but it doesn't really fit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Our budgets are already allocated and so you go several months into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I did have this little donate button on on my website and there were people starting to donate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was amounting to a few $100 every month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[There's anyone listening? You thank you for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[With.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Digging into our savings about 5 or $6000 a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So it was. It was incredibly stressful and you know, but my male ego was trying to shelter my family from it. So I was putting on a strong face to my friends and family. And you could imagine my mother, who, you know, when I told her I'd qu.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:46:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I you know, I stole her first word was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:00 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Literally in that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[In that in that tone because you know, as as as we talked about, you know, I had now fallen into a really lucrative career and then to give that up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And to do that for something that was like, not something that she could tell her friends at the next Indian.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Party, you know, not only was there a monetary aspect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was probably a shame aspect to this as well that that, you know was was was hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Oh my God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Love. Love your mom?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, she came to the United States with nothing and really, you know, kind of was scraping by most of her career. And her son goes to MIT and then Harvard Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Cool. And now he's calling mom and saying, yeah, I'm gonna do this nonprofit thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, that no one that no one has funded this nonprofit thing that no one has funded and I'm living off of savings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:47:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You like to see your grandson child, that I really can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's it's a, you know, we go to gatherings and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, I I remember one at one party and they kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Asked what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What what I do for a living, and I said, well, you know, I used to do this. But you know, now I do this thing where I make math videos and I write the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[As a non profit and you know and they're asking all these questions, how is it funded?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:20](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was like, yeah, I'm still working on that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Still figuring it out, and I remember when they were walking away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Mean they literally said this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Well, yeah, he's lucky that his wife is a physician, you know? And it's like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like a punch to the gut of your like fragile male ego.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like no, I can support my family too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You wait. You wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[When we come back in just a moment, house Al gets his first big donation for Khan Academy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And how he eventually winds up having a slightly surreal meeting with Bill Gates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm Guy Raz, and you're listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How I built this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:48:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[From NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Support for NPR and the following message comes from our 2020 how I built this lead sponsor, Comcast Business. Dave Silver is a cofounder of wreck, a space for creatives.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Dave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Reflects on why the REC founders chose Comcast business to help power their studios and workspaces.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:23](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Could have hundreds of creators in our space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We could have 14 studios booked recording music, uploading to the cloud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Comcast Business helped us to provide the experience that we were looking to provide to our Members.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Learnmore@comcastbusiness.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Comcast business beyond fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Thanks also to Microsoft Teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Now there are more ways to be a team with Microsoft Teams. Bring everyone together in a virtual room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:49:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Collaborate live on the same page and see up to 49 people on screen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Learnmore@microsoft.com/teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:07 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[On Facebook, there are these three brothers who love guns.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:11 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Guns are over regulated, say the NRA is too quick to compromise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And they're gaining more followers every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They're very in your face an offensive and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[By God, I love them for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Listen now to the no compromise podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What are some of the key traits that successful entrepreneurs have in common?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Why do some people succeed when others fail?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How do you build something with no connections, no money and no experience? And can you learn to develop the skills and traits it takes to become an entrepreneur? To find out the answers to all these questions?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Copy of my new book, How I built this. If you love this show, you will love this book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:50:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How I built this? The book is available everywhere books are sold or at Guy raz.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm Guy Raz. So it's 2009 and Sal has just left his high paying job at a hedge fund to focus on Khan Academy full time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And since.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Just him. No other coders, no other teachers. This new venture is not costing him a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But what is costing him is the fact that he's no longer making any money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, the first three months, you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You're, you know, you're super excited about your new lifestyle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This non profit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Gooder and all of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I would say by month seven or eight, I couldn't sleep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I I I literally couldn't sleep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I I I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Anxiety.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I was getting anxious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was waking up in the middle of the night in cold sweats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:51:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I would look at my bank account.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Over and over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And look at the, you know, look at our expenses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I would run financial models.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For my family, you know, my wife would say, oh, what I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, like, I mean in hindsight, I was like, I should have been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so kept it just to myself, but I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was in a really bad place mentally and and the stress and the anxiety was was was killing me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was there also that kind of maybe residual fear of like failing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I think there's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, we talked a lot about childhood and you know, not having a lot of resources growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think I I frankly still have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[A fear of being one catastrophe away from financial hardship. And you know, in 2009 I was like, I made the catastrophe happen. Like I I. And it wasn't like a hurricane or something that's ruined our finances, not a fire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's like I quit a good job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And like the type of job that I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:52:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Is not easy to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[These are highly sought after jobs. If I really had to, I could probably go get a job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But would I be able to get as good of a job as what I had that that actually probably was was unlikely?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know, I would try to channel whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Nervous energy or anxiety I had into the work I was like, let me make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Videos let me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Let me make more content. Let me write more code and and hope that eventually someone will notice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I guess like sort.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Maybe it was a kind of a low point that you hit and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And get wealthy very wealthy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Reach out to this is Anne Dora, the wife of John Doerr, the billionaire venture capitalist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Kind of reached out to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Make a donation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What was the story?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So this is, you know, I have this theory that benevolent aliens are helping me so that Khan Academy can help prepare humanity for first contact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:53:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know the Andor coming into my life and then, you know what happened shortly afterwards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was May of 2010 and you know I was getting these donations off of PayPal and people donating 10 dollars, $20 every now and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[$50 donation would come in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was pretty exciting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then I saw a $10,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Donation come in and I was like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Oh, it came in through the site.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[$10,000, just like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, just like I got a e-mail notification from like PayPal that's like a donation that's coming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like, oh, this is going to be a 50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was like, oh, it's a 10,000 and and then, you know, I immediately did a Google search and I was like, oh, wow, like, and or. She's, like a real philanthropist and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I immediately emailed her and I said, you know, thank you so much for this incredibly generous donation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Is the largest donation that Khan Academy has ever received.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I tried to project like I'm a real institution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And if we were physical school, you would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Have a building named after and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And immediately emails back and says well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:54:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, I didn't realize that you you weren't getting this kind of donations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I see that you're based in Mountain View.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, I've been using your stuff with my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I've been using it even myself to understand the financial crisis and and accounting and finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[If you have time, I would love to grab lunch with you and Miami responsible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so a week later, maybe a few days later we were in downtown Palo Alto at a Indian buffet restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She asks me over lunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What? What's your goal?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I told her when I filled out the paperwork with the IRS to become a non.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Profit. That little part of the forum with like mission Colon and they give you a lie and 1/2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I filled out a free world class education for anyone, anywhere, and she looked at me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like, well, that's ambitious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How do you see yourself doing that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Told her, you know, to be very clear, that's a mission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Think I'm just going to be able.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Check it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This weekend and then move on to healthcare.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:55:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But I I I showed her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was already familiar with the content I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I showed her the exercise software platform I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I said look videos are nice and I want to keep making videos I really enjoy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I want to translate into the languages of the world, but the real learning happens when students are able to work on exercises.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Immediate feedback.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Ideally, teachers and parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Dashboard to understand where their kids are and how to do more interventions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, I by this point been rejected by so many major foundations, probably about 20 of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[In preparation for all of them, I had a binder of of testimonials from around the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Mean it was literally several hundreds of pages.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Thick and you know these letters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I showed it to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I showed her how the the usage was growing exponentially and it was like, you know, I think this could eventually reach like all of humanity. And she's like, well, you've made a lot of progress.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I only have one question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Are you supporting yourself?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Proud of a way as possible, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:56:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[She kind of processes that and thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

['Cause she's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You're a big shot. You. You're. You're like, doing TV interviews and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Hundreds, thousands of people using this like, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. No, I mean, I had been on CNN and I didn't realize there was actually there was a buzz about Khan Academy in Silicon Valley at the time that I didn't know about. No one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:20 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Weren't, but I wasn't in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I wasn't even in the right circles to be experiencing the buzz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so anyways, you know, she she she offered to pay the bill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I I said, oh, if you insist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And and you know, 10 minutes later I'm. I'm driving into my my driveway and I get a text message from Anne and it says you really need to be supporting yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I've just wired you $100,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow, that was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, it's like one of those moments where you just, like, stare at the phone and you sit in your driveway for like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Next half an hour. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:57:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like you know, holy crap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, I I I think I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I might have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, like it it it was that type of, you know, all that stress that builds up over the months, all of a sudden it just gets released. You know, it's not that 100,000 was all of a sudden going to, like, change everything forever, but it's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I can now pay my bills.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We're not going to have to dip into savings, you know, and it gave like I can do this for a few more months for a year at least, or or maybe even a little longer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So. So she fires you $100,000 check. And I guess that same year, 2010.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The Aspen Ideas Festival happens and Bill Gates is there, and he's he's telling the audience that he uses this thing called Khan Academy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:41 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How did you find out about Bill Gates mentioning you at Aspen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So I start getting text messages from Anne which you can imagine. I now take very seriously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:58:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And she there were four or five of them and were kind of cryptic as text messages often are and. And they said this is Ann writing. I'm at the Aspen Ideas Festival main pavilion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Walter Isaacson interviewing Bill Gates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Gates last five minutes, talking about Khan Academy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Once I've kind of stared.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like, what is she talking?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I start doing a web search for, you know, Aspen Gates, Khan Academy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[About 10 minutes. I actually found like the delayed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Recording of the interview and Walter Isaacson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Asks Bill Gates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What are you excited about right now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Didn't even say that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And he says, well, there's this one guy, I think his name is Sal Khan, and he's created Sinclan Academy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Been using it with my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I've been using it myself and it's really great and and it was clear not only that was he using it, but he was. He was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Familiar with my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[00:59:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's like, yeah, this one guy, his wife let him quit his job. He was making stuff for his cousins, you know, it's just one of those moments where you're just like, is this really happening? Am I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. Well, you just like, what did you have any idea that Bill Gates was using this with his children?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I had no idea what at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was it definitely gelled with some of the delusions that I've had over overtime? But you know, I I I had no clue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, I remember that night I went home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I immediately showed my wife the video when she got home from her fellowship and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, we both kind of stared at each other a little bit and I was just like, what do I do now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Know do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Do I do? Do I do I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Do I call him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How do I contact?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Not listed like is that just like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Mate. Yeah. How do you contact Bill Gates?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wasn't obvious and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So simultaneously a reporter from Fortune had reached out. Actually, before this happened, saying, oh, you know, there's this thing they're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:00:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We'd like to do a story about it, and so I was already talking to the reporter, and that reporter calls. And he's like, did you know that Bill Gates uses Khan Academy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was like, I had no idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Then the reporter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Robert Kaplan with fortune.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Says I'm gonna call bill up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm like if you think you can call Bill up and do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so he calls me like, 2 days later. He's like, Bill took my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He I just interviewed Bill Gates about you and and and it's like this really surreal thing because this person that's obviously like a lifetime hero, like, you know, you grow up in a computer science reading about Bill Gates and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Fortune article came out and I still had not met Bill yet or or even had any contact with them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And the article said something like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The title is Bill Gates favorite teacher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, and you know the press sometimes writes these hyperbolic headlines to, and I always felt insecure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was like, am I his favorite teacher? Like did he say that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Are they misrepresenting? Like, I felt serious imposter syndrome?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Hey, great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then I got a call.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My cell phone rings right when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:01:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Going to record a video.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I say hello and I hear you know, this is Larry Cohen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Bill Gates, chief of staff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You might have heard that Bill's a fan and I was like, yeah, I heard that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And if you're, if you're free over the next couple of weeks, we'd love to fly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Up to Seattle and learn more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[About what you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Maybe ways we could work together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I was looking at my calendar for the month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's completely blank and I said, yeah, maybe next Wednesday. You know, I've got to cut my nails, do some laundry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Happy to meet. Happy to meet with Bill, can make that work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So yeah, I flew up and and and and we had that meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What was that like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And it was a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[There wasn't like an obvious like, oh, you know, I love what you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Tell me it was like, oh, so you know. Yeah, there's a little bit of a prompt. I think Larry might have said, oh, so tell Bill what you're up to. And and then I just started into into. I had my I had my laminated slides.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[With me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I love.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:02:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You didn't bring a laptop. You brought laminated slides. I love that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, there's an irony to it that, you know, I'm obviously someone involved in technology kind of based on technology I'm presenting to the creator of PowerPoint.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So so yeah, I went through it and and at the end, you know, he he didn't give during the presentation a lot of feedback.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I just kind of kept going and it's one of those moments where, you know, 20% of your brain is trying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Do what it needs to do, and then the other 80% of your brains saying you're talking to Bill Gates. That's bill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's 3.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Away. Don't mess this up, Sal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Don't mess this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You're about to mess this up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Mess this up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then when I was kind of done, he, he kind of nods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like. Yeah, no, this makes a ton of sense. This is great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Is great and I'm like, oh, my God, this you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then and then I got over confident.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:44 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I remember I threw another idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's like, no, that doesn't make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was like, oh, yeah, yeah, you're right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow. But was there any like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Here's a plan on how we could collaborate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was there any of that at all?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:03:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[No, they they ask.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Bill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Well, what would you do with more resources?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know, I I I was like, this is a question I have to answer really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And I said, look, you know, it's just me in a closet right now with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We could translate this to the languages.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We could build out the software platform so more people can access it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Could build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For teachers and you know, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Think we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We're reaching hundreds of thousands now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think we could reach a million folks by the end of this year and it could be 10 or 100 million. You know, by the end of the decade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They said, well, what would you need for that? And you know, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[If I if if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Could hire up about 5-6 engineers and educators and content folks. I think we'll be up and running.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So you know, fully loaded costs in Valley that would be a million million and a half dollars a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so they said, yeah, we'll, we'll we'll think about that. That seems reasonable so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then a few days later, they said, yeah, that's they feel that they could do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:04:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So I started talking to the Gates Foundation about about that, that grant. And, you know, simultaneously folks from Google had reached out. You know, Google had made this promise in 2008, which was a 10 year anniversary of Google, that it would donate $10 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Projects that had the pot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To change the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:12 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And they determined that one of those projects has to be a project that has a chance to educate the world and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They on their own said we've done a lot of research and we think what you are doing has the best chance of helping to educate the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Well, I'm glad you've been listening in on my delusions. And by fall of 2010 of both the Google and the Gates Foundation, each gave about $2,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So we had $4 million initial funding for that first two years to hire up a team internationalize and start scaling Khan Academy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Wow. More than $4 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So now you've got 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Grow. You've got to build. You've got to get office space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Got to hire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:05:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You've got to really turn this thing that was just you into a thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So what did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, that's kind of overwhelming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right. I mean, isn't it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, it it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, I immediately call.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[One of my closest friends, Shantanu.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He was someone I first met actually in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He beat me at a math competition in 10th grade and then we were on the same team representing Louisiana at National academic game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That's how I got to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He ended up becoming my roommate freshman year at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So you know, we're pretty much like brothers and I I said hey Shantanu, I need help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Remind me to pick up milk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like I know this wasn't on your career path to start to help me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Kind of get this thing off the ground, but like I need your help and I think it'll be fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know, I he took a couple of days to think about it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:06:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He decided to to take the plunge with me, and so he quit his McKinsey job and joined Khan Academy as a president and COO to essentially help me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Hello.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Turn into a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Organization at the same time, there were these two engineers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, it's once again, it's really eerie how these people came out of the woodwork. These two engineers that summer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:10 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Ben came in and Jason Rose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They had volunteered for Khan Academy and I just assumed there were some young kids were looking for some experience, but when they were volunteering, I'm like these. These guys are incredible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[These are some of the best engineers and designers I've ever worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[In my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then I realized they're actually like known figures.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They were like, you know, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Well known engineers and designers, and so they were. Shantanu, my next call.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Hey, would you guys want to work full time for Khan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think we're going to get funding and they after a few months we were able to convince them they worked initially remotely from New York, but then they were able to to move out to the Bay Area.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So as you began to grow and scale and hire more people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm assuming you kind of wanted to professionalize it a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:07:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[More and maybe kind of start to replace some of those early screen capture videos that you that you made in 2006 and seven.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. You know the interesting. There's a constant tension as an organization grows of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:08:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How do you make sure you do what's right from a professionalization point of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:08:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[From a scaling from a managerial point of view. But how do you make sure that you're not just doing the things that everyone else does? That ends up creating these large bureaucratic organizations that you know aren't always the most innovative?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:08:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How do you make sure you don't lose whatever secret sauce you had that made you a success?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:08:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Initially and a lot of Khan Academy's, I can say not so secret sauce I believe was its eccentricity, its quirkiness, its.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:08:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Coupled with its depth and intuition and desire to, you know, show the wonder in the universe and the curiosity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And so, you know, the last 10 years for me have just been how do I how do I balance that? You know, can I bring in other people who also?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:08:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Complement us, but we do not lose that entrepreneurial that creativity, that curiosity, that eccentricity, that, that quirkiness that made Khan Academy what it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:09:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Where's the? I mean, at that point you were still what you were offering was still mainly math and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:09:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And finance was the ambition to to offer as much as you possibly could offer in as many subject areas as possible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:09:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I remember writing kind of this, envisioning docs back in 2008, 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:09:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I said OK, we want to create a world where anyone on the planet has access to all the core academic learning they need from pre-K through the core of college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:09:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Across.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Grades. It was part of the initial vision that, yeah, one day we would try to figure out, you know, language, arts, humanities, et cetera, et cetera, 'cause, they're important early learning, and then we'll just keep running experiments to see how they go and and, you know, we're still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That journey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:09:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I interviewed the founders of Headspace, which is different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's a for profit company. It's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Meditation app, but initially all the meditations were Andy, Andy, Putty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[If you're familiar with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I'm very familiar with it, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And initially all the videos were Sal Khan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But Sal Khan is not scalable. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Cannot make 10s of thousands of videos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Was that clear to you? Pretty. Pretty soon after you started, the funding started to come in that you needed to get other people to make videos to your standards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Now you know we we don't have a lot of folks making videos. I still make a lot of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I I pretty much make all of the math and science video and we have a few other folks who are doing some history videos and and some language arts videos and and one of the reasons why we we were we became a little sensitive of like not just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Outsourcing it to 500 folks is we got a lot of feedback.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:10:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That, you know, education, even when it's done in this kind of distance, way or asynchronous, you have to really trust your teacher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You have to trust that they're going to get me to some place that I know is going to be insightful and there's going to be an aha moment that you're going to invest in it. And we've had moments where, you know, there's a video for me, a video.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And then there's video from someone else, and it just, even though they might be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Better than I could have. It can be dissonant for the student where they're feeling. Wait, I I really got connected that my teacher now substitute showed up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So what we've been trying to balance that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I met David Coleman a couple years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The head of the College Board and he talked about the partnership that they did with Khan Academy, where you offer free SAT Prep which.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It essentially really had a pretty big impact on the for profit sat prep industry because you're essentially offering this product and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. You know, it's I I think all of these players are trying to do what they can in the context that they're doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[David Coleman reached out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And it was really, I think David's brainchild, when he took over the College Board that, you know, the College Board, the folks who administer the SAT and the AP exams, you know, it was the cosmos, a non for profit that came into existence to try to level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Playing field that you know 100 years ago, the only kids were getting into Ivy League schools were kids of legacy kids who.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Prep schools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Went to the right schools exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And the notion of the SAT is let's give a chance for the kid in Metairie, LA, to compete with the kids from Andover or Choate or Deerfield.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But overtime as we know this whole industry, this billion dollar industry came up around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What looked like creating a perceived and maybe actual advantage for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Upper middle class or or fluent?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know David.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Look, we've been secretly observing Khan Academy and what we really like about Khan Academy is y'all are about really learning the material. I had actually made some SAT videos for Navia and my cousins. I actually went through the SAT practice book and I did every problem in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[On video for my cousins.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So that it was a 400 something problems and I was afraid that the college world was going to sue me because I didn't take their permission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To like screen capture their problems.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But Davis, like I watched.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And what I really liked about it is at no point did you say, oh, this is how you guess. You always said, oh, this is a concept you need to learn to be ready for college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This is where you learn it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Is how you learn it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[There was a little bit of test taking strategies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's like, that's what test prep should be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It should be something that genuinely makes you better, genuinely makes you more prepared for college and and how you perform the Sat's. Just going to be a byproduct of that, yeah?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How about we partnered to create the world's best test?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That happens to be free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And it made sense to me. And over time the relationships involved, were they actually pay US resources to create free test prep, which is you know that's that's the type of revenue I love because it's it helps sustain us, but it it's it's free to the student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:13:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This year, the most challenging year for school aged kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[For many decades and it's looking like this year probably will be remote.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Mostly it will be remote for many, many, if not most kids in the United States.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Umm, I have to imagine that you have seen a dramatic uptick in users usage this year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. Yeah. We we first caught wind in February this past February that you know, something interesting was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We got a letter from a teacher in South Korea telling us that he was heavily dependent on Khan Academy as they had their their nationwide school closures and that was the first I was like, wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Play all albums.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The whole country's closing schools because of this Covic thing. That's that's wild and and a few weeks later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, we I live here in Santa Clara County, which is I think it was the first community spread happened year end, a local private school had to shut down due to contact tracing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right, right, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[When it first dawned on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:14:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's like, wow, this this might hit the US, which even then seemed like science fiction in early March. But, you know, it was one of those moments where you look left and you look right and you realize I think This Is Us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:15:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

['Cause if schools have to shut down physically in the United States, people are going to need something clearly online. You have to cover multiple subjects, and grades would have to have efficacy research behind it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:15:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Would have to be trusted you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:15:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It should be accessible on mobile devices and computers. Everything. It was clear we're going to, we're going to have a big role to play.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:15:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[We started, you know, asking our engineering team to stress test the servers make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:15:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Handle more server load and then the next week you know California was one of the first states to say that they're going to close and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:15:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[By the end of this week, pretty much most of the country and the world had shut down. You know, we normally see about Pre Covic, it was about 20 million students were coming per month and that increased to 30 million and then they were also spending 50%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:15:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:15:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Time on the site and then you know our registrations went through the roof. You know, they those went 10X of of normal on a daily basis. And I think right now we're sitting at around 110 million registered users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[What? What is your what is your operating budget?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Annual operating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Budget.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Our annual operating budget now is in the the high 50,000,000 which every time I say it gives me a cortisol spike. But about a 5 million of our of our funding comes from a few 100,000 people donating on average 20-30 dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[There's a lot of people donating because hopefully they're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Still hitting the donate button on the site.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, I mean, asking people for money is a very humbling thing to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[My hope was always let me show people how great this is. I have to become a little bit more explicit saying that I have a need, but and then hopefully people would show up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think the last time I checked, it's more than this now. Um.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Khan Academy videos have been viewed like almost 2 billion times, which is insane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:16:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I have to imagine Sal over the last few years as the kind of Ed tech sector has exploded, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Lots of schools buy these programs dreambox and other for profit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Programs that are available to help children with math and other language skills, etc.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, I'm sure people came to you and said Sal, let's spin off a for profit channel here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Got something big?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, there's there's there, you know, and and then you won't have to worry about raising money for for Khan Academy, you know, you can still do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Let's let's do that. I mean, that must have happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Must still happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know. Yeah, we do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Often times you know, sometimes I'll go to a potential philanthropist and they're like, well, I'd rather invest and donate something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know people, I think there's there's some creative ideas that I would entertain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like, well, you know, kind of academies brand is so valuable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:17:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[If we could take that brand and do it in this tangential space, as you know, and and Khan Academy can have equity and maybe it can help build an endowment for, you know, I'm always open to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Ideas. But what I always remind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And look, I'm not someone who has transcended, you know, material.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I try to transcend material desires, but I'm, you know, I I every now and then go to a friend who's you know, done well with their IPO or something and they've they got the new Tesla or they're living in a, you know, they're living slightly upstream the the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Gradient and I you know and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[They're a little higher up the hill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But I remind myself one I consider myself incredibly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Able to do what I am doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And you know, the way I think about it is I've done my philanthropy in reverse order. And you know, I could have stayed in the hedge fund world. And, you know, maybe one day become a multi millionaire or or larger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Then, but then what would I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Done with that money. You know I'm not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Event.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Who? Who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That much, you know, I want to be able to, you know, have have a backyard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Be able to, you know, support the family. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Go on a vacation once or twice a year and and anything above that. If I did become a billionaire, I frankly would have donated it to an effort like Khan Academy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:18:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[So you might as well just cut out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Middleman you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Know just time, shift it and and work on it and and I do generally think that it has benefited the mission and the vision because once you know people hopefully are viewing it as an institution, they do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That they're they're rooting for it because they they realize that it's not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Doesn't have an ulterior motive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know the everybody I've had on the show over the past four years that you almost like as Jimmy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Jimmy Wales has had an incredibly enormous influence on the world with Wikipedia, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Had they done this as a for profit, he could have been a multi millionaire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[His argument was it wouldn't have worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Had to make a non.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And by the way, he said, look, I don't really care about having lots of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I I have a really interesting life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[To meet really interesting people, interesting people wanna meet me, I get to have get exposed to all these ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:19:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[That, to me is worth more than any amount of money I could ever have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I that's really stuck with me because I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Think he's right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think he's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I agree with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean, you know, I I like Jimmy Wales by virtue of this adventure I've been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I get lenses into really interesting parts of the world, which for the most part have made me more optimistic about the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, I I every now and then I'm, you know, get invited to various conferences that you know where, you know, very powerful people are talking about the problems.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[How to fix them and when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[When you when you get into these circles, you realize most of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[People are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Honestly, just trying to help you might not agree with everyone, etcetera, etcetera, but it's it's actually been very it's made me more optimistic about the world not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[When you think about this, just this incredible journey and the amazing success of Khan Academy, how much do you think it has to do with, you know, your skill and how hard you worked and and your intelligence and how much do you attribute it to luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:20:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[It's all all of the above. I mean it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You know, one person can call it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[One person might call it benevolent aliens working in your favor to prepare humanity for first contact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[But yeah, there's something you know that I I I I can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Mean there's a lot that I can't take credit for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I mean and and above.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Beyond luck, there's, I guess it's luck where I was born, where I was born.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The teachers I had had the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[The friendship supports that I had and then, you know, fell into things at the right time. And but every now and then you see a door crack open.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:23](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Play music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think there's something interesting on that other side of the door and you've got to Sprint through it. And so I try not to overthink when, when there are signs in in my life that like that door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Open. Don't, don't. Don't make someone have to force you through the door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like, run through that door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:21:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Sal Khan, founder of Cod Academy, by the way, if you Google his full name Salman Khan, you will find at least one other famous person who has exactly the same name that other Salman Khan is one of the most.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Popular Bollywood actors in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And actually I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I was in I5 years ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I met.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I think it's just because you know people from the subcontinent, like, just get a kick out of things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:15](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Guy and that guy to hang out together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Let's get a cell con and cell con together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. So there's there's some YouTube videos of us, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:20](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Getting Co.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's a he's a big star and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Like a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's like a major heartthrob.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah, he's also very well known for his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[He's kind of the the guy that taught Bollywood that, you know, Indians don't all have to look like software engineers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Yeah. Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[And thanks so much for listening to the show this week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

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[01:22:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Write to us at hivt@npr.org. Our Twitter handles are at how I built this, or at Guy Raz. Our Instagram accounts are at Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[At how I built this NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:22:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Our show was produced this week by Jed Anderson, with music composed by Ramtin Arabloue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:23:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Thanks also to Julia Carney, Candace Lim, Derek Gales, JC Howard, Neva Grant and Jeff Rogers. I'm Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:23:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[You've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:23:20](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:23:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:23:31 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Raymond is NPR's only Spanish language.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:23:34 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

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[01:23:42 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[Brian Bolante new episodes every Tuesday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

[01:23:44 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU0)

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