November 2003

Interview with Andrejs Alferovs

Jack G. Montgomery

Against the Grain, jack.montgomery@wku.edu

Follow this and additional works at: <https://docs.lib.purdue.edu/atg>

Part of the [Library and Information Science Commons](#)

Recommended Citation

Montgomery, Jack G. (2003) "Interview with Andrejs Alferovs," *Against the Grain*: Vol. 15: Iss. 5, Article 12.
DOI: <https://doi.org/10.7771/2380-176X.4160>

This document has been made available through Purdue e-Pubs, a service of the Purdue University Libraries. Please contact epubs@purdue.edu for additional information.

qua journals become less important, scholars will still have good reason to track citations—because the pattern of citations provides critical insights about the flow and influence of ideas. Further, if journals do become a less significant organizing vehicle for scholarly publishing, peer review, and citation indexing, along with the implicit status and quality hierarchy that they create for journals or other publishing media, will continue in some form. Thus, it is likely that citation indices in some form will persist despite the dramatic changes in the world of scholarly publishing.

The *JIE* is working hard to get into the SCI or SSCI. (As **Baumann** points out, it is not obvious in which index the *JIE* and related interdisciplinary journals belong. This may be part of the problem, but that is a topic for another day.) The *ISI* makes the decision to include journals in its indices based on the journal's basic publishing standards, its editorial content, consistent on-time publication, the international diversity of its authorship, and the citation data associated with it. Use of international editorial conventions, English language article titles, abstracts, and keywords, and the use of peer review are also prerequisites.

The prospects for getting the *JIE* into the SCI and the SSCI are good. The *JIE* is indexed by twelve **A&I** services. It has been favorably reviewed by the prestigious journal *Nature*. It is rated as an A in the journal ranking system of the **Vienna University of Economics and Business Administration** (http://hal.boku.ac.at/fao/journal_ranking). The larger challenge to the industrial ecology community revolves around whether and when other allied journals are picked up by the SCI and the SSCI. Unless multiple journals in our field are covered by the citation indices, the actual impact factors for articles in the *JIE* will be artificially low.

One moral of this story is that we must all be sure to cite our colleagues, even when they are our intellectual competitors, as this both influences the citation indexing calculations and increases the likelihood that the allied journals will be carried by *ISI*. We sink or swim together. A second moral is that the institutions that provide the framework for our research and our efforts to improve the world are important, complicated, and difficult to change, but most definitely worthy of our attention. Researchers and practitioners need each other, and the systems that undergird our professional work need to support rather than inhibit that interaction.

Reprinted from volume 6:3-4 of the *Journal of Industrial Ecology*, a peer-reviewed international quarterly published by **MIT Press** for **Yale University** <<http://mitpress.mit.edu/JIE>> and headquartered at the **Yale School of Forestry & Environmental Studies** and used with permission. — **KS**

Interview with Andrejs Alferovs

Vice, President, Sales and Marketing Coutts Library Services

by Jack G. Montgomery (Editor, *ATG*) <jack.montgomery@wku.edu>

ATG: Andrejs, I understand that you're new to Coutts North America. Tell us a little about yourself.

AA: At the **ALA/CLA** I attended the **WESS** meeting to present the **Coutts Nijhoff** award. It was the first time that I had been to a gathering where most of the delegates knew my background from my name and I must say that this is a tribute to the members of **WESS**. Well, they were almost right. I was born in England but both my parents came from Latvia at the end of the second World War. They actually met in Bradford. I was born and raised as a Latvian in the U.K., going to Latvian school on a Saturday, learning the language, history and culture. It was pointed out by members of **WESS** that my accent was not very Latvian. That is because I was brought up as part of that little known tribe, the Yorkshire Latvian.

In many ways I am a typical Brit — I like warm beer, real football (soccer) and rugby. I am starting slowly to receive my North American sports education. But having arrived in the Niagara region in early January during one of the coldest spells in recent history, I have had very few opportunities to sample outdoor sporting life, but hopefully this will arrive during the summer.

I realize that it sounds a little clichéd, but I have always had a love of books — my education was definitely more on the side of the arts. As a typical arts graduate, one had to think about employment and when I saw the advertisement to work in the Slavonic Section at the **British Library** I thought that this would be for me. So I started my career at the **British Library Document Supply Center** working in various departments including both serial and monograph acquisitions.

ATG: Tell us a little about your position at Coutts? What if any specialized training or education did you receive before getting into the book business?

AA: It really has been a progression of experience and education. The **British Library**

gave me my start and during this time I gained a post-graduate Diploma in Librarianship and Information Work (a sort of **MLS** equivalent of its time). In my final post at the **BL**, I worked in Monograph Acquisitions and it was there that I was offered a post as Area Sales Representative for **Holmes MacDougall**, a U.K. Library bookseller, with a core client base in the public library sector.

From there I moved into publishing with **HarperCollins**, where I spent five years working in sales and looking after key accounts in wholesale and library supply. Working with **HarperCollins** gave me very sound sales training — in a very tough and highly competitive environment. They had numerous restructures during my time there, not least when **Rupert Murdoch** merged **Collins** and **Harper** and **Row** — in many ways this gave the taste of things to come in the publishing and library supply industries during the 1990's.

I suppose I never really wanted to leave the library world, despite some of the glamour of general trade publishing. However, I could not resist the draw when I decided to join **Faxon** to run their fledgling operation in the U.K. During this time the company sponsored my Diploma in Company Direction. However, the company was to remain fledgling despite our hardest efforts as the European Division was sold off in 1994 to **SwetsBlackwell**.

It was at this time that the Managing Director of a young British company, **BMBC**, approached me to run their sales operation. The business developed quite rapidly during a dramatically changing bookselling landscape in the mid 1990's, especially with the impact of the collapse of the Net book agreement in the U.K. I was appointed to the Board in 1996.

ATG: Can you tell us a little bit about the company's history and its overall philosophy?

AA: The **Coutts Group** has evolved from the merging of four companies, **John Coutts Library Services** in the U.S.A and Canada,

continued on page 42

TEACHing Online: from page 36

- ✔ Don't put it on your open Website; use course management software that will authenticate the student.
- ✔ Make sure only students that are registered in your class (or grad assistants) can access course material.
- ✔ Show the performance only for a limited time period.
- ✔ Make sure students can't copy, download, or pass on to others.

✔ Inform students that material is copyrighted.

✔ Follow university rules.

Distance education holds the power to change lives by eliminating many of the social and geographical barriers to higher education. With the recent changes in copyright law, distance educators can finally do the same things via course management software that they can do in a traditional classroom. With these changes, the promise of distance education can finally be fulfilled.

<<http://www.against-the-grain.com>>

BMBC (U.K.), John Smiths (U.K.) and the books division of **Martinus Nijhoff** (Netherlands), giving the company four operational centers. The **Group, Coutts Information Services Limited**, was created in 2001 following the merger between **Coutts** and **BMBC** in 2000. By the time of the merger, **Coutts** in the U.K. had become a leading supplier to the academic library market in the U.K. and was a market leader in Canada, with a highly established customer base in the U.S.A. With its sister company, **John Smiths the Group** has twenty-seven academic bookshops in the U.K. and one at the **University of Botswana**.

This mix has added breadth and depth to the **Coutts** service offering. The **Group** can also now lay claim to being the most youthful company — emerging from a ten-year-old British Company — to being the world's oldest bookseller with the acquisition of **John Smith & Sons** — established in 1751. The youthful exuberance together with the expertise and mix of personnel from the library, publishing, bookselling and corporate sectors has given the **Company** a new dynamism that has seen **Coutts** reestablish itself in the North American market with new and innovative services.

The **Company** is now positioned to compete in the international markets and has developed services accordingly with a view to playing a key role in the North American market. As a business we do have a clear vision of where we want to be — a leading supplier of information to the library market. It's a very tough market and to move forward we have to aim to be number one!

The **Group** has grown through supplying quality service that meet the needs of its clients — retaining and developing relationships with clients cannot happen through acquisition alone — we have to deliver service.

ATG: Who do you see as primary customers of Coutts? Are you organized to respond to a certain patron group?

AA: Coutts' core customer base is the academic library sector. In the U.S.A we supply over 500 academic libraries. In the U.K. we are contracted to supply ninety percent of U.K. universities. In Canada we supply ninety-five percent of universities and higher education institutes. **Coutts** also has business in Europe, the Middle East, Africa and the Far East.

We also have significant clients in the government and health sectors and we are taking on more and more clients in the corporate sector.

Furthermore, with our niche standing orders service, **Solution**, as well as supplying the academic sector, **Coutts** has a large presence in the public library sector and the reputation of **Solution** continues to grow. Our sales, customer services and technical services teams come from a variety of industry backgrounds. We are proud of the fact that we employ many librarians in the company and can provide professional support to our clients in the sectors that we serve.

ATG: How has Coutts responded to the presence of companies like Amazon.com? Have organizations like Amazon affected your business practices? How are you competing with the discounts offered by such groups?

AA: In some ways I would love to say that **Coutts** could become the **Amazon** of the library world — but we are compelled to make a profit!!! Companies like **Amazon** have certainly raised the game and expectation. The gentlemanly sport of bookselling will never be the same again, and neither should it be. **Amazon** has a particular need to fill in the library market. Libraries themselves are under pressure to deliver to **Amazon** timescales as every professor and student will have had an **Amazon** experience. But enough of **Amazon**.... What **Coutts** needs to do is deliver to library requirements and expectations. Interestingly, many user groups are discovering that the on-line retailers are no longer giving these fantastic discounts and certainly not on academic/research materials. The way we have to compete is to become the lowest cost provider of a given level of service — and that "given" is defined in agreement with the library.

It has resulted over the years in the development and enhancement of traditional services such as approvals — and let's not forget that vendors were providing on-line services before the dot.com phenomena began.

What **Coutts** aims to do that **Amazon** does not do, is to provide value added services to the institutional sector. We always need to strive to move up the value chain for the library. Budget cuts and outsourcing are key buzzwords that we hear throughout the industry — whether in the U.S.A, U.K. or any other part of the world. Libraries need cost effective solutions to help manage their processes. As a book wholesaler, our role is to provide those value added services in acquisitions and collection development, in order to streamline the supply chain and reduce not only the cost of the book, but also time and money in the supply process.

ATG: With your "Bookstream" and "Slipstream" aspects to your iApprove program, Coutts had made quite an investment in approval plans. How do you see the future of this traditional vendor service to libraries? New trends?

AA: As discussed in the previous question, we need to move up the value chain. Part of that process is providing services that will save time and be cost effective.

Coutts North America has supplied approval plans since its inception in 1969. What we have done is to re-visit the methodologies and user interface for the service — with a very successful launch of our selection support service, **iApprove**, at **ALA/CLA** in Toronto. The re-vamped service has been developed over a two year period in consultation and partnership with ten university libraries. I am sure that the library world in North America welcomes the fact there is clearly a choice of more than two vendors for approvals. We have a long standing infrastructure in place and **Coutts** has positioned itself to be that viable alternative.

The whole industry now revolves around volume and economies of scale — the same is

true of the journals industry and we have seen the consequences for the market. Approvals form a major part of the Acquisitions process in U.S. and Canadian libraries — with major budgetary commitments. Very often these collections are tied in with firm orders. It is therefore inevitable that to compete in this sector we need to develop these services. What the re-vamp has achieved for **Coutts** and its clients is that comprehensive, core, interdisciplinary, university press, publisher or author specific plans can be set up and with data from our U.S., Canadian, U.K. and Netherlands operations being made available on one platform and a common database. With its international centers **Coutts** is now able to offer book approval collections through **Bookstream** from the U.S.A, Canada, U.K., Netherlands, Belgium, Luxemburg and the Scandinavian countries. The thoroughness of the process means that **Coutts** has the acknowledged lowest returns rate (less than two percent) in the industry for approvals.

Our **Slipstream** process for new title notifications can be set up to a greater depth of non-subject detail. The Web interface is so intuitive that it mimics the paper slip process right down to the level of circulating information to colleagues, whilst control still remains with acquisitions. Profiles for both **Bookstream** and **Slipstream** can be set up using LC or Dewey classification, tying in with traditional library classification systems.

With our various levels of on-line access, these tools can be used by acquisitions, collection development and faculty. It is all part of moving up the value chain.

What we need to provide is a level of service that ensures that the library can meet the needs of its clients — the students and faculty. By allowing faculty access to the systems at a controlled level, the information dissemination process can be much improved and time saved for libraries.

As there are more financial demands on libraries, the pressure will be to ensure that the library can provide its front end services, whilst finding cost effective solutions for back-room services. We are seeing more demands for such services and are starting to see libraries with smaller collections enquiring about using **iApprove**. The demand will certainly increase over the next few years. Coupled with providing shelf-ready cataloguing and processing services, **Coutts** aims to become an integral part of the library acquisitions and technical services team. The future in approvals is bright — for those who can stay the distance!

ATG: Tell us a little about your SOLUTION program.

AA: SOLUTION is the **Coutts Standing Orders and Continuations** service. Aside from the recent developments in **iApprove**, it is the one service that truly differentiates **Coutts** from its competitors. We have adapted a unique methodology that handles all aspects of the standing orders and continuations process, be it the publications annuals, yearbooks, monographic series etc. Our methodology to confirm publication date, is the key to obtaining the publications on or before publication date and again the ser-

continued on page 44

vice has been developed in close consultation with libraries. We are now regularly signing up new **Solution** clients with many libraries expressing gratitude in at last finding a methodology that handles materials that "fall between two stools." As with **Colonel Sanders**, I don't want to give away the recipe... but the sales team is always eager to demonstrate.

ATG: *So far, what has been your experience in dealing with libraries? Have there been any unexpected issues? What elements have been challenging?*

AA: On a pure library front — with having a library background I have not come across too many unexpected experiences. What is happening in the market across the world is that we are now dealing with far more purchasing and finance offices, as well as the libraries, as a result in changes in institutional purchasing and "protection" of the public purse.

The challenge as always is to convince the library that you have a viable proposition. The excitement comes when you succeed. Having been involved with the "youthful" arm of the business when there were only twenty employees, working on the growth and development of the business has been the greatest challenge — in essence managing change. In comparison to the commercial sector, the library community is "conservative" and to make the breakthrough is the challenge. Seeing the results is highly rewarding!

ATG: *I see you are you able to offer EDI services to your customers. What challenges has Coutts experienced with implementing EDI?*

AA: **Coutts** has been involved since the early days of **EDI** from the basic **BISAC** standards in the U.S.A. to the now more common **Edifact** standards. As a company our experiences have been quite different on both sides of the Atlantic. Though **EDI** has been around for a long time, it is only in the past few years that the North American market has demanded **EDI** solutions. In the U.K. **Coutts** has been **EDI** trading since 1994 and over seventy-five percent of orders come in via **EDI**. We now also send **EDI** reports and invoices. In North America only about fifty percent of our orders are received electronically — either **EDI** or online. Take up of the **EDI** message in North America has been slow — probably because the vendor systems in this market have in the past been far more advanced than say in the U.K. market.

Despite **EDI** being a "standard" there always needs to be an element of programming to map the different systems and local information of an individual customer. One of the greatest challenges that we have as a supplier is for libraries to recognize the benefits of **EDI** in creating the seamless electronic transaction and also for the libraries to recognize that they are responsible for what they order. The principle of **EDI** is that books can be ordered all the way down the supply chain without manual intervention until the book is picked. The book in-

dustry is driven by the ISBN which indicates the book edition and format. If the incorrect ISBN is quoted i.e., a hardback ISBN instead of a paperback ISBN — the order needs intervention and therefore is no-longer seamless. So until that is accepted, there are few cost benefits to the supplier in receiving **EDI** orders. In the U.K. market most libraries now accept that it is their responsibility to provide the correct ISBN — otherwise they receive the wrong book. Of course, there are occasions where no ISBN has been found, in which case the item would be rejected and we would manually source the book.

Where this should work effectively for the North American market is the procedure whereby the library can download a **MARC** record from the **Coutts** database with all the order details — either as an order record placed on the **Coutts** system, or as a potential order to be sent by **EDI**.

In order to improve the supply chain, **Coutts** has not only been working with libraries, but also with publishers — receiving data feeds, electronic invoices and publisher status reports. **EDI** does bring key benefits to the whole supply chain — the library, the book wholesaler and the publisher — but only if the starting — the initial order — is placed under the correct ISBN.

ATG: *Can you tell us how pricing is structured for Coutts services?*

AA: **Coutts** structures its pricing based on the mix and type of business — this ranges from flat discount for core approval plans to sliding discounts based on types of material. The same goes for **Coutts'** shelf ready services — it depends on the detail of the catalogue record requirement — from a basic CIP or derived record to detailed book-in-hand cataloguing dependent on a library's individual requirements. The same applies to processing — what are the requirements — book covers, spine labels, barcodes etc. **Coutts** handles both cataloguing and processing in-house to the specific requirements of a library and will work an agreed charge with the library.

As mentioned earlier — it is an economies of scale business. If libraries place bulk business with **Coutts**, they will be on at least as good as, if not better terms than with some of our major competitors.

ATG: *I've seen your Website and it looks great! How is your on order interactive Website working?*

AA: Thank you. We have worked hard to keep our Website clear and simple and we continue to partner with many libraries in North America and Europe to gain valuable feedback.

There are two key interactive ordering methodologies. One is through the on-line slip output **Slipstream** as described above. This enables the library to set up its own profiles and the interface allows you to create a shopping basket from the listed titles at the click of the mouse — that can be either ordered directly online or downloaded in a **MARC** format onto the library system.

Alternatively, titles can be selected from a straight forward search screen and dropped into

a similar shopping basket awaiting to be ordered or downloaded. An important factor is that a selector or faculty member can select — but dependent on the level of security, they may not be allowed to actually release the order. Their selected file would, however, be transferred to acquisitions to authorize the release of the order.

ATG: *How many staff do you currently employ and how is Coutts generally organized?*

AA: As I mentioned earlier, the **Coutts Group** has four library supply divisions, U.S.A., Canada, U.K. and the Netherlands, together with a retail division. The **Group** employs almost 500 people with 300 working in library supply — split almost equally between the U.K. and Europe. Many of our personnel are qualified librarians — working in the areas of technical services (cataloguing and processing), bibliographic services and approvals and sales. Each division is a separate profit center, but the divisions work very closely together — for example, one of my roles is to ensure that we deliver the same **Group** services to the same standard worldwide. To achieve this we need constant communication with our European colleagues as we develop and integrate our services.

ATG: *How does Coutts balance its time between the serials agent and the vendor aspects of the business?*

AA: **Coutts** leaves journals to the specialists — we don't have any desires to be involved in the journals business. What we do have desires to do is to keep good working relationships with the subscription agents as there are occasions when our paths cross. The one area of business that does overlap is standing orders and continuations — and we are convinced that **Coutts** can and does offer a more comprehensive service than a subscription agent can — without an annual commitment. Most standing orders, monographic series, annuals and year-books are far easier for a book wholesaler to handle. We are committed to this area of the business through our highly successful **Solution** product and will continue to handle this type of business.

ATG: *Coutts is obviously taking a position in the eBooks market. What role do you envision for eBooks in your future inventory?*

AA: As an academic book wholesaler we cannot escape the fact that what we are selling isn't necessarily a physical book — but the information that is contained within the books' covers. Inevitably we have to be able to sell that information in whatever format that it presents itself — otherwise we will fall behind the market. E-content is here to stay and will evolve. It is taking its time to get to market — however, in some sectors of the sciences we have virtually seen an end to purchases in print format.

As electronic content becomes more readily available on-line — is it a subscription product or is it a one off purchase? These are the issues that we will need to face. It is at this point that the boundaries between a book vendor and a subscription agent will begin to blur — who knows where it will take us — but we need to be aware of the possibilities and start the planning process. That has already begun with our

continued on page 46

Alferovs Interview from page 44

involvement with e-content, working with the likes of **ebrrary** and **statref** on other developing platforms.

ATG: *Where do you see Coutts going within the next five years? What directions will it take?*

AA: When I joined **BMBC** in the U.K. nearly nine years ago, we had a vision that we would become a key player in the library market with North American and European operations. Year by year that vision fell into place — almost down to the dollar value of expected turnover based on a five year strategic plan. The next five years are also mapped out and all that I can commit to is that we aim to keep the **Coutts** name going as a key supplier in the library industry. The market is evolving dramatically. The vendor landscape is unrecognisable from ten years ago. The library community is changing in its buying habits — tenders, consortia, purchasing officers working with acquisitions librarians, outsourcing.

We will inevitably move towards an information brokerage type operation. We will need to move yet further up the value chain with outsourcing and consultancy services as library infrastructures evolve and change. But in five

years our core business will still be the physical book with a few interesting little additions.

ATG: *Where do you find your greatest sense of professional accomplishment?*

AA: Working in a sales environment there are three areas of professional accomplishment that I have and continue to experience:

- 1) Seeing our company grow from a fledgling operation to becoming a key name in the global library market.
- 2) Knowing that your customer appreciates your service and that you are complimented on this — that in itself is the best reference a business can have and is my preferred selling tool!
- 3) Making sales breakthroughs with key clients that prove to the market that we can deliver.

ATG: *Finally, what do you do with your "copious free time?"*

AA: I can tell you what I would like to do with my copious free time — get back to reading a lot more — reality bites too hard sometimes so I need my dose of fiction — but nowadays I fall asleep after two pages and am also looking to acquire bi-focals because the text keeps slipping out of sight. I continue to be an armchair sports fan and keep in touch with my favorite U.K. teams by having the BBC on-line ticker tape running across the top of my PC.

In the past few months my North American colleagues have encouraged me to pick up a golf club — so I have started on another potential addiction — but at this stage I am not sure how it is going to work out.

Living in the Niagara region, visiting the local wineries and taking in the occasional tasting has become something of a passtime during the summer months. I still love to travel and my frustration is with all the wonderful places that I see in passing whilst on business, thinking that I must get back there and inevitably don't.

My wife has a great passion for American history, especially the Civil War — and is starting to slowly get me hooked — so Charleston here we come (again!)

ATG: *Andrejs, thank you so much for your time. Is there anything else you'd like to add?*

AA: On a personal level I have to say that the world of books has provided me with a career without a dull moment — and little did I realize that it would take me around the world. The experiences of visiting and working in different countries with different cultures are extremely challenging — but provide their own rewards. I might feel awful on a twenty-four-hour flight back from Taiwan, but at least I have been there and bought the "T" shirt!

ATG Interviews Victor Navasky

Publisher and Editorial Director, The Nation <vic@mail.thenation.com>

by **Elizabeth J. Oktay** (Vassar College Libraries) <oktay@vassar.edu>

Editor's Note: On March 26, 2003, I had the pleasure of interviewing **Victor Navasky**, the Publisher and Editorial Director of **The Nation** in his office on Irving Place, New York. Near the end of our meeting, **Victor** noted in response to one of my questions, "I have the best job in the world."

What follows is an edited version of the interview. — **EO**

ATG: *May we begin with your education, the people who influenced you, the events and experiences, books and other writings that have stayed with you through the years?*

VN: I had the ideal education, to be immodest about it. I went to an elementary school that valued the spirit, a high school that believed in social action and a college first and foremost about the intellect. My parents sent me to a **Rudolf Steiner School** from kindergarten through fifth grade. The **Rudolf Steiner School** believes in the spirit and in art. They literally believe in the spirit, that first we discover the world about us, then our bodies, and then the world of ideas. But the spirit is what counts.

Then I went to the **Little Red School House** and the **Elisabeth Irwin High School**, a progressive school in New York modeled on the **John Dewey** theory of education. They believed in community activism. My classmates knew

what communism was, which I didn't, and what socialism was. We went out into the community. It was a time of learning by doing. The **Steiner** experience, based on German culture, had been cut off from the world. I was Jewish and this was during World War II. At the **Little Red** we were really plunged into the community. We would visit a local prison and in high school we got credit for work on a political campaign.

At the **Little Red** I had an English teacher, **Mr. Marvin**, who had the capacity to inspire his students. He revered language, poetry and fiction. The summer between my sophomore and junior year, we were asked to read *Moby*

Dick. When we returned in the fall, he asked my friend **Richard Atkinson** what he thought of the novel and he replied, "boring." "*Moby Dick* is not on trial, **Mr. Atkinson**, you are," said **Mr. Marvin**. I also had a Marxist history teacher. I graduated in 1950 so this was in the late 1940's during the onset of the **McCarthy** era. Learning high school history from a Marxist at a moment when Marxism was under universal attack was invaluable.

ATG: *Where did you go to college?*

VN: I went to **Swarthmore**, a non-denominational school founded by Quakers where they believed in the intellect, in ideas and where they cultivated social values as well. I had been a good student in high school but like everyone else I got a B- on the first exam. The first year breaks down all of your old assumptions and if you are lucky, everything comes back together by the time you graduate. I had gifted teachers at all these places. I was in the Honors program. I co-edited the college newspaper, *The Phoenix*, and I graduated with a double major in English Literature and Political Science and a minor in Philosophy.

You asked about educational influences. In my first year at **Swarthmore** I had as my advisor a great teacher, the philosopher **Sidney Morgenbesser**. He told me that there was only

continued on page 48